

**AN INVESTIGATION OF ROLE SALIENCE AND LINKAGES TO WORK-  
FAMILY CONFLICT**

A Dissertation

by

**TOMIKA WILSON GREER**

Submitted to the Office of Graduate Studies of  
Texas A&M University  
in partial fulfillment of the requirements for the degree of

**DOCTOR OF PHILOSOPHY**

May 2011

Major Subject: Educational Human Resource Development

An Investigation of Role Salience and Linkages to Work-Family Conflict

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May 2011

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## **ABSTRACT**

An Investigation of Role Salience and Linkages to Work-Family Conflict.

(May 2011)

Tomika Wilson Greer, B.S., North Carolina State University;

M.Ed., Texas Tech University

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This dissertation contains reports of three separate studies in which the connections between work role salience, family role salience, stereotype threat, and work-family conflict were explored.

In the first study, findings from a systematic review of the role salience literature were reported. Following a search of four Human Resource Development (HRD) journals, the PsycINFO database, and the Academic Search Complete database, 69 articles and papers were identified for inclusion in the literature review. The literature mostly pertained to career development, with a notable emphasis on life-span, life-space theory. Though, very little of the research in the sample of literature pertained specifically to how individuals negotiate their lives as they occupy multiple life roles.

In the second study, meta-analytic techniques were used to identify the nature of the relationships between work role salience, family role salience, and work-family conflict. Hypothesized relationships were based on conservation of resources theory. Data were collected from fourteen papers and articles to test the hypothesized

relationships. Work role salience was positively related to work-family conflict ( $\rho = 0.151$ ;  $p < 0.01$ ) and family role salience was negatively related to work interference with family ( $\rho = -0.049$ ;  $p \leq 0.05$ ). Family role salience appeared to support healthy involvement in both the work and family roles while work family salience appeared to deplete the necessary resources to balance work and family roles satisfactorily.

The third study was an introduction of stereotype threat as a potential moderator of the role salience and work-family conflict relationships. Data were collected from 727 individuals who responded to an online survey. MANOVA was used to conclude that White and Black/African-American participants differed in their responses to the work-family conflict and stereotype threat scales. Regression analyses were used to assess the moderating effects of stereotype threat. Stereotype threat moderated the relationships between parental role salience and family interference with work. Future research efforts should include further examination of the similarities and differences in how the variables interact across racial boundaries and the mechanism(s) by which the stereotype threat affects role salience and work-family conflict relationships.

## **DEDICATION**

To my mom, for always setting an amazing example for me and constantly reminding  
me to keep my eyes on the prize

To my dad, for always helping me to keep things in perspective and constantly  
reminding me that I am a Wilson

## ACKNOWLEDGEMENTS

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My committee has been an inspiration, full of decorated scholars with impressive accolades and a genuine confidence in my ability to join their ranks. I am overflowing with gratitude for my committee chair, Dr. Toby Egan. He has served as a model, a mentor, and a confidante since the very beginning. Having given invaluable support, direction, and encouragement along the way, Dr. Egan has been an irreplaceable component of my entire doctoral journey.

I must acknowledge my husband who is my biggest supporter. He has given so much of himself so that I could pursue my studies. He has been patient, understanding, loving, encouraging, and self-sacrificing. Our two young daughters have been nothing short of spectacular as they have graciously allowed me to focus on my role as a scholar, even when the only role that matters to them is “mommy”. They are my motivation and my constant inspiration to achieve my goals. Then, there is my sister whose encouragement and willingness to babysit is unmatched. And last, but most importantly, I must thank my Lord and Savior, Jesus Christ, who is my source...of everything.

**NOMENCLATURE**

FIW	Family Interference with Work
PRC	Parental Role Commitment
PRS	Parental Role Salience
PRV	Parental Role Value
WFC	Work-Family Conflict
WIF	Work Interference with Family
WPST	Working Parent Stereotype Threat
WRC	Work Role Commitment
WRS	Work Role Salience
WRV	Work Role Value



## TABLE OF CONTENTS

	Page
ABSTRACT .....	iii
DEDICATION.....	v
ACKNOWLEDGEMENTS .....	vi
NOMENCLATURE .....	vii
TABLE OF CONTENTS .....	viii
LIST OF FIGURES .....	xi
LIST OF TABLES .....	xiii
 CHAPTER	
I      INTRODUCTION.....	1
Variables .....	1
Work-Family Conflict .....	1
Role Salience .....	2
Stereotype Threat .....	3
Overview of Studies.....	4
Role Salience Literature Review.....	4
Role Salience and Work-Family Conflict Meta-Analysis .....	4
Stereotype Threat as a Moderator .....	5
Rationale for Studies.....	6
II     A SYSTEMATIC REVIEW OF ROLE SALIENCE LITERATURE .	8
Identification of Articles .....	9
Theoretical Framework .....	11
Life-span, Life-space Theory.....	11
Identity Theory.....	11
Social Role Theory.....	12
Existing Role Salience Research .....	13
Study Samples.....	13
Subjects of Inquiry .....	14
Role Salience Measures.....	16
Major Findings.....	20

CHAPTER		Page
	Discussion .....	45
	HRD Implications .....	45
	Future Research.....	46
III	A META-ANALYTIC INVESTIGATION OF LIFE ROLE SALIENCE AND WORK-FAMILY CONFLICT.....	48
	Theoretical Framework .....	50
	Hypotheses .....	51
	Methodology.....	54
	Data Collection .....	54
	Data Analysis .....	55
	Findings .....	56
	Work Role Salience.....	64
	Family Role Salience.....	64
	Hypotheses Support.....	66
	Moderators .....	67
	Publication Bias .....	69
	Discussion .....	73
	Limitations and Future Research.....	75
IV	STEREOTYPE THREAT AS A MODERATOR.....	80
	Research Questions.....	81
	Theory and Hypotheses.....	81
	Role Salience .....	81
	Work-Family Conflict .....	82
	Stereotype Threat .....	84
	Intersectionality Theory.....	86
	Methods .....	87
	Procedures and Participants.....	87
	Measures.....	95
	Results .....	97
	Correlations.....	97
	Response Group Differences .....	101
	Racial Differences .....	107
	Role Salience, Stereotype Threat, and Work-Family Conflict .....	110
	Discussion and Implications.....	115

CHAPTER	Page
V SUMMARY OF THEORETICAL AND PRACTICAL IMPLICATIONS .....	121
Theoretical Framework .....	122
Systematic Literature Review .....	126
Methods .....	126
Results .....	127
Role Salience and Work-Family Conflict Meta-Analysis .....	128
Methods .....	128
Results .....	129
Stereotype Threat as a Moderator .....	131
Methods .....	131
Results .....	132
Discussion and Implications .....	134
Measurement of Role Salience .....	136
Work-Family Conflict Directionality .....	138
HRD Practice .....	140
Future Research .....	142
REFERENCES .....	145
APPENDIX A .....	160
VITA .....	164

## LIST OF FIGURES

	Page
Figure 1 Subscales and Overlap of the Life Role Salience Scales and the Salience Inventory .....	19
Figure 2 Hypothesized Relationships between Role Salience and Work-Family Conflict .....	52
Figure 3 Hypothesized Relationships between Role Salience, Work Interference with Family, and Family Interference with Work.....	54
Figure 4 Funnel Plot of WRS/WFC Effect Sizes.....	70
Figure 5 Funnel Plot of WRS/FIW Effect Sizes .....	70
Figure 6 Funnel Plot of WRS/WIF Effect Sizes .....	71
Figure 7 Funnel Plot of FRS/WIF Effect Sizes .....	71
Figure 8 Funnel Plot of FRS/FIW Effect Sizes .....	72
Figure 9 Funnel Plot of WRS/FRS Effect Sizes .....	72
Figure 10 Funnel Plot of WIF/FIW Effect Sizes .....	73
Figure 11 Hypothesized Moderation Effect of Working Parent Stereotype Threat on Relationships between Role Salience and Work-Family Conflict .....	85
Figure 12 Moderating Effects of Stereotype Threat from Coworkers on PRV-FIW Relationship.....	111
Figure 13 Moderating Effects of Stereotype Threat from Coworkers on PRC-FIW Relationship.....	112
Figure 14 Moderating Effects of Stereotype Threat from Coworkers on PRS-FIW Relationship .....	112
Figure 15 Moderating Effects of Stereotype Threat from Managers on PRV-FIW Relationship.....	113

	Page
Figure 16 Moderating Effects of Stereotype Threat from Managers on PRC-FIW Relationship .....	114
Figure 17 Moderating Effects of Stereotype Threat from Managers on PRS-FIW Relationship .....	114

## LIST OF TABLES

	Page
Table 1 Categories and Topics Associated with Role Salience Literature .....	15
Table 2 Number of Articles in which Each Type of Role Salience was Assessed.....	20
Table 3 Overview of 69 Role Salience Articles .....	21
Table 4 Studies and Correlations for WFC/WRS and WFC/FRS Relationships .....	58
Table 5 Studies and Correlations for WIF/WRS, FIW/WRS, WIF/FRS, and FIW/FRS Relationships.....	60
Table 6 Summary Effect Sizes for Eight Role Salience and Work-Family Conflict Relationships .....	65
Table 7 Summary of Meta-Analysis Hypotheses and Results .....	67
Table 8 Effect Sizes for Role Salience Dimensions .....	78
Table 9 Role Salience, Stereotype Threat, and WFC Research Questions.....	81
Table 10 Six Dimensions of Work-Family Conflict .....	83
Table 11 Demographic Variables for Moderation Study - Frequencies and Percentages .....	89
Table 12 Correlations of Demographics Variables with Role Salience, Stereotype Threat, and Work-Family Conflict Variables.....	98
Table 13 Means, Standard Deviations, Scale Reliabilities, and Correlations Among Role Salience, Stereotype Threat, and Work-Family Conflict Variables.....	99
Table 14 Between Subjects Effects for Seven Largest Response Sets.....	102
Table 15 Means for Response Groups in Homogeneous Subsets.....	104
Table 16 Means and Between Subjects Effects for White and Black/African-American Respondents.....	109

	Page
Table 17 Regression Analyses for Role Salience and Stereotype Threat Interaction.....	110
Table 18 Summary of Identified Relationships between Role Salience and Work-Family Conflict Variables .....	134
Table 19 Summary of Identified Relationships between Role Salience Variables and Work-Family Conflict Directionality .....	137

## CHAPTER I

### INTRODUCTION

In this dissertation, I investigated *role salience* as a predictor of *work-family conflict*. My investigation consisted of three separate studies in which I examined the role salience literature, quantitatively summarized past findings, and proposed a moderator of the role salience/work-family conflict relationship(s). Hence, this five-chapter dissertation contains three separate articles that collectively help to describe the influence of role salience on work-family conflict. These articles comprise the second, third, and fourth chapters of my dissertation. The fifth chapter contains a summary of my findings and related implications to Human Resource Development (HRD) theory and practice. Also within this final chapter are recommendations for future research. The balance of the current chapter is a description of the primary variables that were explored throughout the dissertation, along with a brief overview of each of the studies contained herein. Finally, in this chapter, I offer a rationale for the collective significance of my investigations.

#### **Variables**

***Work-Family Conflict.*** Work-family conflict is “a form of interrole conflict in which the role pressures from the work and family domains are mutually incompatible in some respect” (Greenhaus & Beutell, 1985, p. 77). To date, researchers investigating work-family conflict have devoted their attention to characteristics and related attitudes in the work and family domain as sources or antecedents to work-family conflict.

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This dissertation follows the style of *Human Resource Development Quarterly*.



Among antecedents in the work domain, job stress, schedule flexibility, and work hours are strongly correlated with work-family conflict (Byron, 2005). Similarly, in the family domain, family stress and family conflict are strongly related to work-family conflict (Byron, 2005). Just as with antecedents, researchers have primarily devoted their attention to a handful of outcomes of work-family conflict, including work satisfaction, family satisfaction, job commitment, health, well-being, and absenteeism.

However, relatively few researchers have focused on individual differences as predictors of work-family conflict (Eby, Casper, Lockwood, Bordeaux, & Brinley, 2005). Among the individual differences that have been investigated as antecedents to work-family conflict are personality (e.g., Bruck and Allen, 2003; Carlson, 1999; Wayne, Musisca, & Fleeson, 2004) and coping style (e.g., Lapierre & Allen, 2006; Rotondo, Carlson, & Kincaid, 2003). To add to the literature that pertains to the influence of individual differences, in this dissertation, I examined *role salience* as a potential individual difference that influences work-family conflict.

***Role Salience.*** Role salience has been used as “the inclusive term for the attitudinal, cognitive, and behavioral aspects of the relative prominence or importance of any [life] role” (Super, 1982, p. 96). Consistent with Stryker’s (1968) identity theory, the notion of role salience is a suggestion that all of the life roles in which a person engages are not equally important to that individual. Instead, life roles are hierarchically ordered according to the relative importance or value that an individual assigns to the roles. In this way, role salience is certainly an individual difference. Because role

salience concerns inter-role relationships, role salience may potentially explain how individuals negotiate their multiple life roles and any resulting conflict between roles.

The studies contained in this dissertation were primarily focused on role salience in the work domain and role salience in the family domain. Work role salience is generally considered to be one-dimensional and reflects the relative importance of the work role compared to other life roles. In contrast, family role salience is multi-dimensional due to the fact that individuals play multiple roles in the family domain. When considering family role salience, researchers may use a composite measure or consider spouse role salience or parental role salience, among others, as dimensions of family role salience.

***Stereotype Threat.*** Stereotype threat is a phenomenon with roots in social psychology. Although there is no single agreed upon definition for stereotype threat (Shapiro & Neuberg, 2007), the work in this dissertation was based on the conception that stereotype threat refers to the predicament that exists when individuals perceive that their behavior could be interpreted through the lens of negative stereotypes about their social group. Stereotype threat is present when individuals feel vulnerable or pressured by the possibility of confirming or being judged by a negative stereotype (Smith, 2004). The stereotype threat literature is focused on how stereotype threat negatively influences performance, specifically academic performance of minority and female students. In addition to reduced performance, stereotype threat tends to increase anxiety and trigger psychological stress (Carr & Steele, 2009).

## Overview of Studies

***Role Salience Literature Review.*** In the first study, I conducted a systematic literature review of the role salience literature. I focused on published academic works that have undergone a peer-review process. This review served as the foundational work for the subsequent studies in this dissertation. The goal of this review was to determine where researchers have focused their efforts in investigating role salience. This review helped me to identify theoretical foundations that might support linkages between role salience and work-family conflict. Additionally, this literature review facilitated my understanding of what work has already been accomplished concerning relationships between role salience and work-family conflict. My goal was to present the role salience literature in a framework that would facilitate the ability to identify gaps in this literature while digesting the current knowledge.

***Role Salience and Work-Family Conflict Meta-Analysis.*** In the second study of this dissertation, I meta-analytically explored relationships between role salience and work-family conflict. In terms of role salience, I specifically looked at family role salience and work role salience. Two directions of work-family conflict (work interference with family, WIF; and family interference with work, FIW) were considered. To my knowledge, there had not previously been a meta-analytic investigation of the role salience and work-family conflict relationships. Consequently, this study was a unique contribution to the role salience and work-family conflict bodies of literature.

To accomplish the meta-analysis, I identified existing literature in which the author(s) reported correlation coefficients between either family role salience or work role salience and either a composite measure of work-family conflict or either direction of work-family conflict. The goal of this study was to calculate summary statistics to describe the degree of linear relationship between the role salience variables and the work-family conflict variables based on the primary studies that were identified in the existing body of literature. These calculations were accomplished using the *Comprehensive Meta-Analysis* software package and reported as correlations between the variables of interest.

***Stereotype Threat as a Moderator.*** The third study in this dissertation was designed to address two voids in the literature. First, in this study, I continued to address the lack of attention devoted to individual differences as predictors of work-family conflict (Eby et al., 2005). In addition, as the interest in investigating work-family conflict has generally been on the rise with the increase of dual-career families, many researchers have focused their efforts on the work-family conflict experiences of married, white women. I attempted to examine the work-family conflict experiences of African-American women, a demographic that is often neglected in the work-family conflict literature.

In this study, I considered the possibility that the perceived attitudes of co-workers and managers towards working parents moderate the relationship between role salience measures and work-family conflict. This study was an extension of stereotype threat into a new arena – the employing organization; and was an investigation of

previously un-explored correlates of stereotype threat – work role salience, parental role salience and work-family conflict. Because the negative effects of stereotype threat are most detrimental to individuals who place high value on success or are highly motivated to succeed in the stereotyped domain or role (Kit, Tuokko,& Mateer, 2008; Smith, 2004), my overall hypothesis was that stereotype threat, as it pertains to stereotypes of working parents, would moderate the relationship between role salience measures and work-family conflict.

Specifically, I expected work role salience to have a stronger positive relationship with work-family conflict when employees perceive higher stereotype threat than when stereotype threat is lower. Likewise, I expected parental role salience to have a stronger positive relationship with work-family conflict when stereotype threat is more prevalent. I also examined the differences and similarities between Caucasian participants and African-American participants in terms of work role salience, parental role salience, working parent stereotype threat, and work-family conflict experiences.

### **Rationale for Studies**

Work-family conflict, the dependent variable across the empirical studies in this dissertation, has been linked to negative consequences in the work domain. Among the consequences of work-family conflict are increased job absenteeism, lower job satisfaction, less organizational commitments, higher intention to turnover, and decreased job performance. Because work-family conflict is associated with negative outcomes such as these listed here, it becomes a source of reduced human capital in organizations such that, organizations in which the employees suffer from high levels of

work-family conflict do not reap the full benefits of the skills, capabilities, and knowledge that the employees possess.

To effectively mitigate work-family conflict and the associated negative outcomes, organizations and leaders must have an understanding of the antecedents that contribute to work-family conflict. Furthermore, they must design and implement programs and policies that specifically target the sources of work-family conflict in their employees. The current studies are the result of investigating additional contributors to work-family conflict that may have implications for organizational responses for mitigating work-family conflict.

Traditionally, organizations have implemented family-friendly policies and programs that impact job design (e.g. teleworking and job sharing) or attempt to help the employees more easily meet demands in the family domain (e.g., onsite childcare services and concierge services). Additional knowledge of work-family conflict correlates identified in this dissertation should lead organizations to expand their arsenal of “family-friendly” policies and practices to include traditional HRD interventions. For instance, significant relationships between role salience and work-family conflict might guide organizations to consider hiring people into the job positions that allow the individual to optimize the amount of time and energy devoted to the more salient role. Similarly, stereotype threat as a contributor to work-family conflict may direct organizations towards diversity training, career counseling, and mentoring relationships to reduce stereotype threat as a means of addressing work-family conflict.

## **CHAPTER II**

### **A SYSTEMATIC REVIEW OF ROLE SALIENCE LITERATURE**

Our lives are made up of the different roles that we play in various settings. Even as individuals attempt to meet the demands of their several roles in life, identity theory, as proposed by Stryker (1968), suggests that individuals organize their multiple role identities into a hierarchical structure of salience. Role salience has been used as “the inclusive term for the attitudinal, cognitive, and behavioral aspects of the relative prominence or importance of any [life] role” (Super, 1982, p. 96). Role salience should be of particular interests to organizations, including Human Resource Development (HRD) professionals, as individuals will choose to spend more time in the more salient role (Greenhaus & Beutell, 1985), possibly interfering with their ability to meet the demands of the other role. Consequently, valuable information pertaining to the attitudes and behaviors of employees towards their role in the workplace relative to other parts of their lives can be obtained through measurement and understanding of role salience correlates.

This chapter contains a review of published academic literature related to role salience, including the most prominent theoretical underpinnings and related instruments of measurement. Herein, I have presented the literature in a framework that is useful for understanding how research in role salience has evolved and where researchers have focused their efforts in role salience research. I argued that in pursuing role salience, researchers have tended to focus on the antecedents, outcomes, and implications for career development; and not enough attention has been focused on the interaction of

one's salient life roles, including the related conflict between roles or facilitation between roles. Additionally, investigating and pursuing additional research streams associated with role salience has implications for the Human Resource Development (HRD) field.

### **Identification of Articles**

In this review of role salience literature, I sought peer-reviewed journal articles that presented studies based on human subjects. In an attempt to get a full picture of the history and present work in role salience, I did not specify a publication date range. Additionally, as a means of gaining greater understanding of how role salience has been conceptualized through measurement instruments, I only considered quantitative studies in this review of literature. In each search that I conducted, I used a single keyword: *role salience*. This single keyword was chosen as a starting point so that only those publications that contained this specific terminology would be returned in the search. Additionally, using a single keyword improved the probability that the publications that were returned in the search were, indeed, referencing the same construct.

In January 2010, I conducted three different searches to identify peer-reviewed journal articles related to role salience. First, I focused on the four journals that are currently published by the Academy of Human Resource Development (AHRD): *Advances in Developing Human Resources*, *Human Resource Development International*, *Human Resource Development Quarterly*, and *Human Resource Development Review*. Searches for the keyword *role salience* within these journals resulted in a return of 12 articles. As three of these articles were classified as literature



reviews and six of them were conceptual models and theory-related papers, only three articles from the AHRD journals met the inclusion criteria for this literature review.

Second, I searched the PsycINFO database [PsycINFO 1872-current (CSA)]. I specifically chose this database under the assumption that role salience has been thoroughly explored by researchers as a psychological construct. This database search yielded 145 results. About 35% (51) of the resulting items were classified as dissertations and 10 of them were book chapters and/or essays. There were 84 peer-reviewed journal articles. However, upon closer inspection, two of the articles were duplicated in the database, so there were 82 peer-reviewed journal articles found in the PsycINFO database. Of these 82 articles, three of them were qualitative studies, five of them were literature reviews, and seven of them were conceptual articles. Ultimately, 67 of articles that were found in the PsycINFO database search met the inclusion criteria for this literature review.

The third and final search that I conducted was of the EBSCOhost Academic Search Complete database. I chose this database with the knowledge that a large number of peer-reviewed journals that represent a wide variety of academic disciplines are indexed there. The search for *role salience* in this database resulted in 33 articles, all from peer-reviewed journals. However, 23 of the articles were duplicates from the PsycINFO database search. The remaining 10 articles represented quantitative studies of human subjects and, therefore, met the inclusion criteria.

Overall, the three searches resulted in a total of 80 articles in this review of literature. Upon closer inspection, nine of these 80 articles (1) did not specify a

quantitative measure of role salience (2) and did not indicate a specific life role for which salience was assessed. These articles were, consequently, not included in further analysis of the literature.

### **Theoretical Framework**

***Life-span, Life-space Theory.*** Donald Super's life-span, life-space theory of career development offers a firm foundation for research in role salience. Super (1980) posited that people play a variety of roles as they mature through their life-span. He specified nine major life roles that he believed could be used to describe most people during the course of a lifetime. In approximate chronological order, these roles include: child, student, leisurite (a person engaged in leisure-time activities), citizen, worker, spouse, homemaker, parent, and pensioner. Super argued that the sequence and duration of the roles may vary. "The constellation of interacting, varying, roles constitutes the career" (Super, 1980, p. 284). Furthermore, Super offered the notion that these life roles are typically performed in four principal theaters: the home, the community, the school, and the workplace. The importance of these life roles will fluctuate throughout a person's life-span. As an outcome of the Work Importance Study (WIS), Super (1982) presented three basic components of role importance: commitment (conative component), participation (behavioral component), and knowledge (cognitive component). As a result, role salience is frequently operationalized in terms of these components.

***Identity Theory.*** A second foundational theory for role salience research is identity theory. According to identity theory (Stryker, 1968), people are made up of a

collection of identities that are based on particular life roles. Stryker (1968) posited that individuals attach salience to their identities of roles so that the multiple role identities are organized into a hierarchical structure. The role expectations of those roles that are most salient or highest in the hierarchical structure will be most likely to dictate the behavioral choices that an individual makes in a given situation. Essentially, individuals will choose to spend more time in the more salient role (Greenhaus & Beutell, 1985), possibly interfering with their ability to meet the demands of the other role. Indeed, Powell and Greenhaus (2006) found that when a work activity and a family activity were scheduled at the same time, individuals who were high in family role salience were more likely to choose to participate in the family activity than the work activity.

***Social Role Theory.*** A third theory used to frame research in role salience is social role theory. This framework is helpful in understanding sex differences that are observed in role salience. Offered by Alice Eagly in 1987, social role theory emerged as an attempt to explain sex differences and similarities in social behavior (Eagly, Wood, & Diekman, 2000). According to social role theory, people's beliefs about the sexes develop from observations of how men and women perform their roles. As a result, individual ideas regarding differences and similarities in the sexes reflect the sexual division of labor and gender hierarchy of the greater society. Essentially, these beliefs form the gender roles that foster actual differences in the behaviors of the sexes. However, in social role theory, these gender roles are treated as dynamic facets of culture that are subject to transform in response to shifts in the typical work and family roles of the sexes.

## Existing Role Salience Research

*Study Samples.* Role salience researchers have expanded their inquiries beyond the borders of the United States to locations such as Canada (Yaremko & Lawson, 2007), England (Noor, 2004), Australia (Ravinder, 1987; Rodd, 1994), Portugal (Duarte, 1995; Ferreira-Marques, 1989), China (Aryee, 1999), Japan (Holloway, Suzuki, Yamamoto, & Mindnich, 2006), Zimbabwe (Mpofu, 2003), and South Africa (Watson & Allan, 1989; Watson & Stead, 1990; Watson, Stead, & De Jager, 1995). The worldwide interest in role salience is probably a result of the Work Importance Study (WIS), a project that consisted of psychologists-researchers in 14 countries who were interested in studying the importance of work. Of the 31 articles that reported the ethnic compositions of the study samples, about one-half (15) of these reported using a sample in which 80% or more of the participants were White.

Researchers have been careful to consider samples that were relatively balanced in gender. Of the 62 articles that contained reports of proportions of females/males in the study samples, 50% (31) of the articles were reports of studies in which female proportions were between 40% and 60% of the study sample. In contrast, some researchers chose to focus on role salience in either males or females as appropriate for their theoretical groundwork or research questions. Specifically, in 18 articles, the described sample that was either 100% male (5) or 100% female (13).

The samples that were studied in this body of literature included a range of age groups. Researchers focused on children, adolescents, college students, working adults, and retirees. The average age across the 42 articles that reported the age of their samples

was 30.7 years, with individual study averages ranging from 12.5 years to 63.0 years.

The authors of twelve of the articles reported samples with an average age that was less than 21 years.

***Subjects of Inquiry.*** To assist in organizing and presenting this role salience literature, I developed a schema by which I categorized the articles that were included in this literature review. The major categories include: Career Development, Cultural Differences, Decision-Making, Inter-role Relations, Longitudinal Designs, Predictors of Role Salience, Psychological Outcomes, Scale Validation, Sex Differences, and Social Outcomes. Additionally, each category was further divided into multiple topics. In some cases, only one article fit into a particular combination of category and topic (e.g., Psychological Outcomes/Parental Involvement). In other cases, a category/topic combination is representative of several articles (e.g. Career Development/Career Maturity). In Table 1, all of the topics in each category are listed along with the number of articles that were classified in each topic.

Based on the organization scheme presented here, interest in psychological outcomes of role salience was the dominating focus of inquiry for researchers in the area. Essentially, researchers have been interested in the effects of role salience on psychological constructs, including life satisfaction, self-esteem, and distress. The second most popular research category was Career Development. Researchers interests in the relationships between role salience and career development issues is unsurprising, considering the influence that Super has had in theorizing and conceptualizing role salience. The interest in career development as a function of role salience is a primary

**Table 1. Categories and Topics Associated with Role Salience Literature**

<b>Categories</b>	<b>Topics</b>		
Career Development (10)	Career Exploration (5)	Career Maturity (4)	Vocational Identity (1)
Cultural Differences (6)	Life Role Salience (2)	Ethnic Role Salience (2)	Self-Esteem (1)
	Religious Role Salience (1)		
Decision-Making (4)	Employment Decisions (2)	Role Rejection (1)	Parental Behaviors (1)
Inter-role Relations (4)	Work-Family Conflict (2)	Role Entrance (1)	Sexual Relations (1)
Longitudinal Designs (2)	Stability of Values (1)	Career Development Personality Correlates (1)	
Predictors of Role Salience (7)	Demographic Data (4)	Individual Differences (1)	College Degree Program (1)
	Self-Efficacy (1)		
Psychological Outcomes (20)	Distress (2)	Job Stress (1)	Well-Being (1)
	Life Satisfaction (3)	Self-Esteem (2)	Identity Development (1)
	Self-Efficacy (1)	Attitudes Towards Multiple	Job Satisfaction (1)
	Career Commitment (1)	Role Planning (1)	Ambition for a Managerial
	Environmental Cognition (1)	Ego-Identity Status (1)	Position (1)
	Value Satisfaction (1)	Parental Involvement (1)	Parental Stress (1)
Scale Validation (6)	Life Role Salience Scales (4)	The Salience Inventory (1)	Ravinder Sex-Role Salience Reptest (1)
Sex Differences (8)	Parenting Expectations (1)	Retirement Quality (1)	Task-Sharing Behavior (1)
	Career Satisfiers (1)	Life Role Salience (3)	Parental Strain (1)
Social Outcomes (2)	Social Acceptance (1)	Marital Adjustment (1)	

reason that there are a substantial number of studies conducted with adolescents and young adults.

***Role Salience Measures.*** Three instruments are typically used to measure role salience: Greenhaus' (1971, 1973) measure of career-role salience, The Salience Inventory (Super & Nevill, 1986), and the Life Role Salience Scales (Amatea, Cross, Clark, & Bobby, 1986). Greenhaus' (1971, 1973) 28-item instrument is used to measure three dimensions of career salience: relative priority, general attitudes toward work, and career advancement and planning. While this instrument is designed to measure the salience of just one life role (occupational/work), Super and Nevill (1986) and Amatea et al. (1986) designed instruments to measure the salience of multiple life roles.

The Salience Inventory (Super & Nevill, 1986) was specifically designed to differentiate the importance of five life roles in relation to each other (Nevill & Calvert, 1996): the occupational role, the familial role, the student role, the leisurite role, and the civic (community member) role. The Salience Inventory is used to assess three dimensions of each of these five roles for a total of 15 subscales. In accordance with theoretical offerings by Super (1982), The Salience Inventory is used to measure an individual's commitment to, participation in, and values attained in the five roles as listed above. The commitment sub-scales are used to measure an individual's emotional attachment to a role and consist of 10 items on a 5-point rating scale. The participation sub-scales are used to measure an individual's action in the role and also consist of 10 items on a 5-point rating scale. The role values grid is used to measure the extent to which an individual views a life role as realizing life values and the relative importance

of each of the values in the individual's life-space. Each value in the list is represented by one item and items may vary from country to country.

Amatea et al. (1986) differentiated their instrument from The Salience Inventory (Super & Nevill, 1986) by developing specific items that are used to assess the various dimensions of the family role. Whereas Super and Nevill (1986) measured the salience of a role that they called Homemaker, the Life Role Salience Scales (LRSS; Amatea et al., 1986) can be used to assess the marital role, the parental role, and the homecare roles individually. Further, Amatea, et al. (1986) designed the LRSS with the intentions of developing scales that could be used to measure men and women's attitudes toward potential work and family lives, as well as any current work and family role involvement.

The LRSS consists of items used to assess four roles – occupational, marital, parental, and homecare – on two different dimensions. The first dimension, *reward-value*, is used to reflect the extent to which an individual agrees that the role “is an important means for self-definition and/or personal satisfaction” (Amatea et al., 1986, p. 832). The second dimension, commitment, is used to reflect an individual's “willingness to commit personal resources to assure success in the role or to develop the role” (Amatea et al., 1986, p. 832). As a result, the LRSS contains eight subscales that are used to measure the following: occupational reward-value, occupational commitment, marital reward-value, marital commitment, parental reward-value, parental commitment, homecare reward-value, and homecare commitment. Each of these subscales consists of five items that are measured using a Likert-type attitude scale format.



The LRSS was initially validated by Amatea et al. (1986) using three separate samples: a sample of 434 undergraduate students, a sample of 270 women who were employed as full-time university faculty, and a sample of 150 married couples. Reported psychometric properties of the LRSS are based on the scale used to assess the sample of married couples. This version of the instrument is the basis of the current LRSS. Amatea, et al. (1986) reported reliability coefficients ranging from 0.79 to 0.94 for their scales. Since the initial validation studies, other researchers have produced similar results in their attempts to validate the LRSS in other samples, including non professional working women (Campbell & Campbell, 1995), married couples (McCutcheon, 1998), and a French sample (Lachance & Tétreau, 1999).

Figure 1 is a representation of the various dimensions of life role salience that are measured by the two instruments that are most commonly used in the role salience literature. The LRSS is a measure used for a subset of dimensions that the Salience Inventory is designed to measure. By considering three additional roles (study-, leisure-, and community-) and an additional dimension for each role (participation), the Salience Inventory is designed to capture 13 dimensions outside of the domain that is covered by the LRSS.

The use of these three instruments accounted for the measurements of role salience in more than 50% (36) of the 69 articles. In the remaining articles, researchers relied on other measures of role salience. Consequently, researchers assessed the salience of several roles in addition to those assessed by the three primary instruments. The additional roles include breadwinner, religion, ethnicity, gender, and child.

**Figure 1. Subscales and Overlap of the Life Role Salience Scales and the Salience Inventory**

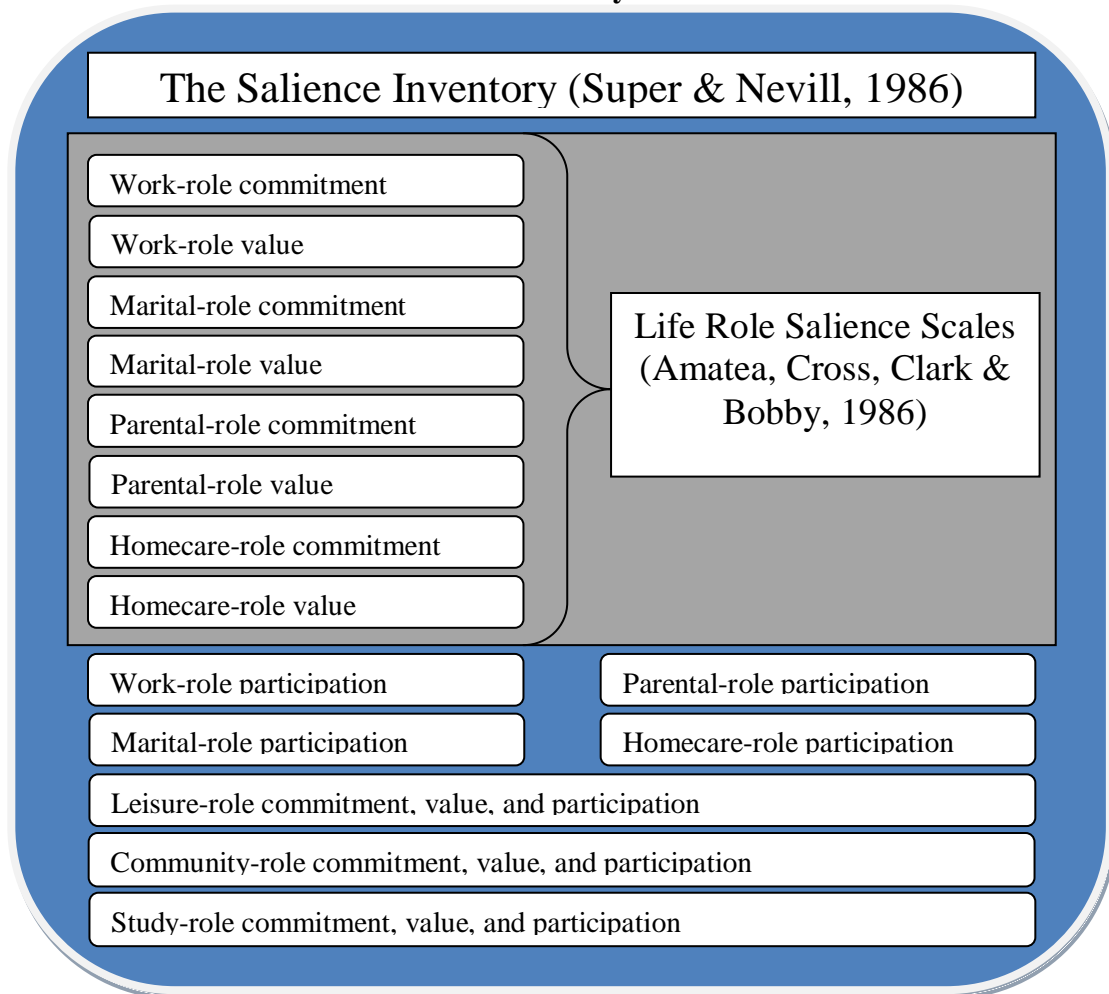


Table 2 contains a summary of the various roles that were assessed in this body of literature. The counts of articles that contain measures of each type of life role salience are grouped according to the categorization scheme introduced earlier in this paper. By far, researchers are most interested in studying the salience of the work role as 50 of the articles included a measurement of work-role salience. Vying for second place are the composite measure of family-role salience, parent-role salience,

homemaker-role salience, and student-role salience. Interestingly, researchers were slightly less interested in spouse-role salience than the salience of other family roles.

**Table 2. Number of Articles in which Each Type of Role Salience was Assessed**

	Work-Role Salience	Family-Role Salience (Composite)	Parent-Role Salience	Marital-Role Salience	Homemaker-Role Salience	Student-Role Salience	Civic-Role Salience	Leisure-Role Salience	Breadwinner-Role Salience	Child-Role Salience	Ethnic-Role Salience	Gender-Role Salience	Religious-Role Salience
Career Development	9	5	-	-	4	3	3	3	-	-	-	-	-
Cultural Differences	3	2	-	-	2	3	2	2	-	-	2	1	1
Decision-Making	2	-	3	2	-	1	-	-	-	-	-	1	-
Inter-role relations	4	1	2	3	-	-	-	-	-	-	-	-	-
Longitudinal designs	2	1	1	1	2	2	2	2	-	-	-	-	-
Predictors of role salience	7	3	-	-	3	3	3	3	-	-	-	-	-
Psychological outcomes	12	4	5	2	3	4	3	3	1	1	-	1	-
Scale validation	5	1	4	4	5	1	1	1	-	-	-	1	-
Sex differences	5	2	5	3	2	-	-	-	-	-	-	-	-
Social outcomes	1	-	-	-	-	1	-	-	-	-	-	-	-
<b>Grand Total</b>	<b>50</b>	<b>19</b>	<b>20</b>	<b>15</b>	<b>21</b>	<b>18</b>	<b>14</b>	<b>14</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>4</b>	<b>1</b>

**Major Findings.** Table 3 contains an overview of the articles that were included in this literature review. For each article, information regarding the sample, the measure of role salience and key findings are included.

**Table 3. Overview of 69 Role Salience Articles**

Category /Topic	Publication	Country	N	Female (Proportion of Sample)	Average Age	Salience Measure	Major Findings
<b>Career Development/ Career Exploration</b>	Exploration to foster career development Niles, Spencer G.; Anderson, Walter P., Jr.; Goodnough, Gary  <i>The Career Development Quarterly</i> (1998)	United States	131	0.73	35.0	Super and Nevill (1986)	No significant differences were found in life-role salience among the different types of career explorers.
<b>Career Development/ Career Exploration</b>	Career exploration: Work-role salience, work preferences, beliefs, and behavior Stumpf, Stephen A.; Lockhart, Maura C.  <i>Journal of Vocational Behavior</i> (1987)	United States	341	0.64	24.2	Greenhaus (1971)	Work-role salience was related to beliefs in the instrumentality of career exploration and the importance of obtaining a preferred position. Exploration instrumentalities and the importance of obtaining a preferred position were related to exploratory behavior and the amount of information obtained. Women reported greater search instrumentality than men.
<b>Career Development/ Career Exploration</b>	Career exploration and goal setting among managerial employees Sugalski, Thomas D.; Greenhaus, Jeffrey H.  <i>Journal of Vocational Behavior</i> (1986)	United States	257	0.44	36.3	Greenhaus (1971)	High work-role salience and the perceived availability of mobility opportunities were associated with extensive participation in career exploration. Anxiety was negatively related to goal-setting and certainty about the appropriateness of a goal.

**Table 3 Continued**

Category /Topic	Publication	Country	N	Female (Proportion of Sample)	Average Age	Salience Measure	Major Findings
<b>Career Development/ Career Exploration</b>	An investigation of career exploration among undergraduate business students Greenhaus, Jeffrey H.; Connolly, Thomas F.  <i>Journal of College Student Personnel</i> (1982)	United States	72	0.39	22.4	Greenhaus (1971)	Importance of the work-role was positively related to career exploration and self-exploration. Work-related exploration did not increase the likelihood of making an occupational decision. Only in low-anxiety students did self-exploration lead to an occupational decision.
<b>Career Development/ Career Exploration</b>	Some sources and consequences of career exploration Greenhaus, Jeffrey H.; Sklarew, Neil D.  <i>Journal of Vocational Behavior</i> (1981)	United States	161	0.56	N/A	Greenhaus (1973)	Work-role salience was positively related to participation in self-exploration and work-related exploration. Self-exploration was positively related to satisfaction with the occupational decision of low-anxiety students and was negatively related to satisfaction among high-anxiety students.
<b>Career Development/ Career Maturity</b>	Work role salience as a determinant of career maturity in high school students Super, Donald E.; Nevill, Dorothy D.  <i>Journal of Vocational Behavior</i> (1984)	United States	382	N/A	N/A	Super and Nevill (1986)	Commitment to work was directly related to career maturity. Work-role participation and commitment were related to career development attitudes. Females showed stronger commitment to home and family than work; males exhibited the opposite pattern.

**Table 3 Continued**

Category /Topic	Publication	Country	N	Female (Proportion of Sample)	Average Age	Salience Measure	Major Findings
<b>Career Development/ Career Maturity</b>	Career maturity, life role salience, and racial/ethnic identity among Black and Asian American college students Carter, Robert T.; Constantine, Madonna G.  <i>Journal of Career Assessment</i> (2000)	United States	181	0.60	19.8	Super and Nevill (1986)	Among Black Americans, racial identity attitudes were related to several life role salience domains. Among Asian Americans, cultural identity attitudes were related to several career maturity domains.
<b>Career Development/ Career Maturity</b>	Career concerns, values, and role salience in employed men Duarte, M. Eduarda  <i>The Career Development Quarterly</i> (1995)	Portugal	881	0.00	40.5	Super and Nevill (1986)	Scores on the Adult Career Concerns Inventory, the Values Inventory, and the Salience Inventory supported theoretical predictions based on the Model of Career Adaptability and Super's Model for Career Development Assessment and Counseling.
<b>Career Development/ Career Maturity</b>	The career development of Black and White South African university students Watson, Mark; Stead, Graham; de Jager, Andre  <i>International Journal for the Advancement of Counselling</i> (1995)	South Africa	260	0.50	19.9	Langley (1990)	Culture was related to career maturity, study-role salience, and work-role salience. Gender had no significant effects.

**Table 3 Continued**

Category /Topic	Publication	Country	N	Female (Proportion of Sample)	Average Age	Salience Measure	Major Findings
<b>Career Development/ Vocational Identity</b>	Family interaction patterns and college student career development Hartung, Paul J.; Lewis, Daniel M.; May, Kathleen; Niles, Spencer G.  <i>Journal of Career Assessment</i> (2002)	United States	172	0.62	N/A	Super and Nevill (1986)	Perceived emotional closeness and structural flexibility in the family-of- origin were related to greater salience in the home- and family-roles (participation, commitment, and value expectations). Work-role salience and vocational identity were not related to the interaction patterns in the family- of-origin.
<b>Cultural Differences/ Ethnic Role Salience</b>	National role evocation as a function of cross-national interaction Bochner, Stephen; Perks, Ray W.  <i>Journal of Cross-Cultural Psychology</i> (1971)	Australia	50	0.00	N/A	frequency of ethnic trait references	More ethnic descriptions were used following cross-national social interactions compared to interactions between participants of the same nationality. Asian students gave more ethnic responses than Australian students.
<b>Cultural Differences/ Ethnic Role Salience</b>	Ethnic role salience in racially homogeneous and heterogeneous societies Bochner, Stephen; Ohsako, Toshio  <i>Journal of Cross-Cultural Psychology</i> (1977)	United States Japan Australia	180	0.50	20.6	frequency and rank order of ethnic trait references	The Japanese described the Caucasian but not the Japanese couple in ethnic terms. The Australians described the Japanese but not the Caucasian couple in ethnic terms. The Hawaiian- Japanese described both the Japanese and the Caucasian couple in ethnic terms.

**Table 3 Continued**

Category /Topic	Publication	Country	N	Female (Proportion of Sample)	Average Age	Salience Measure	Major Findings
<b>Cultural Differences/ Life role salience</b>	A comparison of Australian and Canadian occupational therapy students' career choices Esdaile, Susan A.; Lokan, Jan J.; Madill, Helen M.  <i>Occupational Therapy International</i> (1997)	Australia Canada	174	0.91	N/A	Super and Nevill (1983) Lokan (1992)	Australian occupational therapy students and Canadian occupational therapy students scored differently on several variables in the Salience and Value Scales. Differences were also found between students who chose to study occupational therapy initially and those whose first choice had been to study physical therapy.
<b>Cultural Differences/ Life role salience</b>	The work importance study in Poland preliminary research report Hornowska, Elżbieta; Paluchowski, Władysław  <i>Polish Psychological Bulletin</i> (1994)	Poland	1419	N/A	N/A	Super and Nevill (1986)	The hierarchy of values and role salience in the Polish sample were similar to the value and role hierarchies for other countries in the Work Importance Study. Polish women were more committed to work than women in other countries.
<b>Cultural Differences/ Religious Role Salience</b>	Religious role differentiation as an aspect of subjective culture Bochner, Stephen  <i>Journal of Cross-Cultural Psychology</i> (1976)	Pakistan Thailand Philippines	68	0.53	34	N/A	The religious role was found to be more salient and less differentiated among Pakistani Moslems than among Japanese Moslems, Thai Buddhists, and Philippine Catholics.



**Table 3 Continued**

Category /Topic	Publication	Country	N	Female (Proportion of Sample)	Average Age	Salience Measure	Major Findings
<b>Cultural Differences/ Self-esteem</b>	An empirical investigation of Garnets and Pleck's Sex Role Strain Analysis Ravinder, Shashi  <i>Sex Roles</i> (1987)	India Australia	276	0.51	N/A	Ravinder (1987)	In the Indian sample, the relationship between sex-role identity and self-esteem was moderated by self-perception of congruence with the same-sex ideal. In the Australian sample, the relationship between sex-role identity and self-esteem was moderated by perceptions of the image desired for oneself.
<b>Decision-Making/ Employment decisions</b>	Gender differences in the determinants of the willingness to accept an international assignment van der Velde, Mandy E. G.; Bossink, Carin J. H.; Jansen, Paul G. W.  <i>Journal of Vocational Behavior</i> (2005)	Netherlands	300	0.41	36.3	Amatea et al. (1986)	Men were more willing to accept an overseas assignment and more willing to follow their partners than women were. Career salience was a significant predictor of willingness to accept an overseas assignment for women. For men, career salience predicted their willingness to follow a partner on an overseas assignment.
<b>Decision-Making/ Employment decisions</b>	Determinants of mobility in two-earner families: Does the wife's income count? Bird, Gerald; Bird, Gloria  <i>Journal of Marriage &amp; the Family</i> (1985)	United States	138	0.50	N/A	Bird and Bird (1985)	Among wives, sex-role orientation, role salience and individual income were related to mobility decisions. Among husbands, individual income, role salience, sex-role orientation, and wife's employment status influenced mobility.

**Table 3 Continued**

Category /Topic	Publication	Country	N	Female (Proportion of sample)	Average Age	Salience Measure	Major Findings
<b>Decision-Making/ Parental behaviors</b>	Conditional fatherhood: Identity theory and Parental Investment theory as alternative sources of explanation of fathering Fox, Greer Litton; Bruce, Carol  <i>Journal of Marriage &amp; the Family</i> (2001)	United States	208	0.00	N/A	Fox and Bruce (1996)	Identity theory predictors (father-role salience, role satisfaction, and reflected appraisals) accounted for a greater proportion of variance in fathering attitudes and behaviors than parental investment theory predictors (investment maximization, contingent commitment, and paternity certitude); though, both theoretical models were significant.
<b>Decision-Making/ Role rejection</b>	When social role salience leads to social role rejection: Modest self- presentation among women and men in two cultures Cialdini, Robert B.; Wosinska, Wilhelmina; Dabul, Amy J.; Whetstone- Dion, Robin; Heszen, Irena  <i>Personality and Social Psychology Bulletin</i> (1998)	United States Poland	548	0.55	N/A	Cialdini et al. (1998)	American female college students reacted much more negatively to the traditional gender role expectations for modesty than did comparable men. Those women who had the most negative reactions also exhibited the greatest role-inconsistent intentions.

**Table 3 Continued**

Category /Topic	Publication	Country	N	Female (Proportion of Sample)	Average Age	Salience Measure	Major Findings
<b>Inter-role relations/ Role Entrance</b>	Role deviance or role diversification: Reassessing the psychosocial factors affecting the parenthood choice of career-oriented women Reading, Janet; Amatea, Ellen S. <i>Journal of Marriage &amp; the Family</i> (1986)	United States	80	1.00	31.6	Amatea and Cross (1982)	Graduate-student women who were mothers and those who were voluntarily choosing to remain childless differed in the types of motivations ascribed to parenting, levels of parental-role salience, and degrees of reported dissatisfaction with early paternal and maternal relationships.
<b>Inter-role relations/ Sexual relations</b>	Sexuality and the dual- earner couple, part II: Beyond the baby years Shibley Hyde, Janet; DeLamater, John D.; Durik, Amanda M.  <i>Journal of Sex Research</i> (2001)	United States	522	0.50	36.2	Hyde, DeLamater, and Durik (2001)	There were no significant differences in sexuality or sexual functioning between women who were homemakers, employed part-time, employed full-time, and employed high full-time. Neither were there differences in husbands who were employed full-time and employed high full-time.

**Table 3 Continued**

Category /Topic	Publication	Country	N	Female (Proportion of Sample)	Average Age	Salience Measure	Major Findings
<b>Inter-role relations/ Work-family conflict</b>	Role salience and anticipated work-family relations among young adults with and without hearing loss Cinamon, Rachel; Most, Tova; Michael, Rinat  <i>Journal of Deaf Studies and Deaf Education</i> (2008)	Israel	101	0.50	25.0	Amatea et al. (1986)	Deaf participants reported higher levels of commitment to work and anticipated the lowest levels of conflict between work and family. Hearing status predicted conflict between work and family for all participants.
<b>Inter-role relations/ Work-family conflict</b>	Internal pressure from work and/or family sphere as antecedents of work-family conflict Marín, Manuel; Infante, Eduardo; Rivero, Marcos  <i>Revista de Psicología Social</i> (2002)	N/A	85	N/A	37.6	N/A	Women were more vulnerable to role tensions. Men had more balanced salience regarding work and family roles.
<b>Longitudinal designs/ Career Development Personality Correlates</b>	Rates and correlates of career development Hartung, Paul J.  <i>Journal of Career Assessment</i> (1997)	United States	64	0.44	14.8	Super and Nevill (1986)	Girls scored higher than boys on the Career Development Inventory (CDI) scales. Contrary to the hypotheses, scores on the CDI scales did not increase with grade level.

**Table 3 Continued**

Category /Topic	Publication	Country	N	Female (Proportion of Sample)	Average Age	Salience Measure	Major Findings
<b>Longitudinal designs/ Stability of values</b>	Young women's work values and role salience in grade 11: Are there changes three years later? Madill, H. M.; Montgomerie, T. C.; Stewin, L. L.; Fitzsimmons, G. W.; Tovell, D. R.; et al.	United States	154	1.00	16.5	Fitzsimmons, Macnab, & Casserly (1985)	Role salience was less stable than values as young women transitioned from high school to post-secondary education or workforce.
	<i>Career Development Quarterly</i> (2000)						
<b>Predictors of role salience/ College degree program</b>	Tenure and promotion decisions: The relative importance of teaching, scholarship, and service Green, Robert G.	United States	260	N/A	N/A	Green and Baskind (2007)	Scholarship was the salient work-role in the weighted factors of tenure and promotion decisions at a majority of institutions. Teaching and service roles have become less influential over time.
	<i>Journal of Social Work Education</i> (2008)						

**Table 3 Continued**

Category /Topic	Publication	Country	N	Female (Proportion of Sample)	Average Age	Salience Measure	Major Findings
<b>Predictors of role salience/ Demographic data</b>	Socio-demographic factors influencing work-role salience among Nigerian high school adolescents Salami, S. O.  <i>The Nigerian Journal of Guidance &amp; Counselling</i> (2000)	Nigeria	230	0.47	N/A	Greenhaus (1973)	Socioeconomic status was related to work-role salience. There were no age differences.
<b>Predictors of role salience/ Demographic data</b>	Career development profiles and interventions for underrepresented college students Jackson, Gregory C.; Healy, Charles C.  <i>The Career Development Quarterly</i> (1996)	United States	142	0.61	18.0	Super and Nevill (1986)	Females reported more attention to the home/family roles than the males. Females scored higher on knowledge of work and decision-making than the males.
<b>Predictors of role salience/ Demographic data</b>	Work-role salience of South African adolescents Watson, Mark B.; Stead, Graham B.  <i>Journal of Vocational Behavior</i> (1990)	South Africa	1467	0.52	N/A	Greenhaus (1973)	Work-role salience was subject to main effects for grade, sex, and language group. No interaction effects were found.

**Table 3 Continued**

Category /Topic	Publication	Country	N	Female (Proportion of Sample)	Average Age	Salience Measure	Major Findings
<b>Predictors of role salience/ Demographic data</b>	Work-role salience: Comparison of students in career-directed and general degree courses Watson, Mark B.; Allan, Marietjie M.  <i>Psychological Reports</i> (1989)	South Africa	96	N/A	19.0	Greenhaus (1973)	Students enrolled in career-directed degrees scored higher on 3 of the 4 work-role salience subscales than students enrolled in general degree programs.
<b>Predictors of role salience/ Individual differences</b>	Perceived freedom in leisure and career salience in adolescence Munson, Wayne W.  <i>Journal of Leisure Research</i> (1993)	United States	251	0.50	16.7	Super and Nevill (1986)	More perceived freedom in leisure was related to salience in career roles and community service roles.
<b>Predictors of role salience/ Self-efficacy</b>	Career self-efficacy and the prediction of work and home role salience Matzeder, Mary E.; Krieschok, Thomas S.  <i>Journal of Career Assessment</i> (1995)	United States	113	0.57	N/A	Super and Nevill (1986)	Self-efficacy in traditionally male- dominated occupations was a positive predictor of commitment to the work role for women, but not for men. Women expected to participate more in home-related activities than men did.

**Table 3 Continued**

Category /Topic	Publication	Country	N	Female (Proportion of Sample)	Average Age	Salience Measure	Major Findings
<b>Psychological outcomes/ Ambition for a managerial position</b>	Managerial self-efficacy, outcome expectancies, and work-role salience as determinants of ambition for a managerial position Van Vianen, Annelies E. M.  <i>Journal of Applied Social Psychology</i> (1999)	Netherlands	1030	0.29	37.4	Greenhaus and Sklarew (1981)	Ambition for a managerial position was primarily explained by managerial self-efficacy. Outcome expectancies and work-role salience had direct and indirect relationships with ambition for a managerial position, with managerial self-efficacy as the mediator.
<b>Psychological outcomes/ Attitudes towards multiple role planning</b>	Personal and psychological factors as determinants of attitude toward multiple role planning among employed women in southwestern Nigeria Salami, Samuel O.  <i>Gender &amp; Behaviour</i> (2005)	Nigeria	254	1.00	N/A		In rank order, achievement motivation was the best predictor of attitudes towards multiple role planning (ATMRP), followed by career salience, problem-solving ability and age.
<b>Psychological outcomes/ Career commitment</b>	Antecedents and outcomes of career commitment Aryee, Samuel; Tan, Kevin  <i>Journal of Vocational Behavior</i> (1992)	Singapore	510	N/A	N/A	Greenhaus (1971)	Antecedents to career commitment include work-role salience, organizational commitment, career satisfaction, and organizational opportunity for development. Career commitment was positively related to skill development and negatively related to career and job withdrawal intentions.



**Table 3 Continued**

Category /Topic	Publication	Country	N	Female (Proportion of Sample)	Average Age	Salience Measure	Major Findings
<b>Psychological outcomes/ Distress</b>	Predictors of distress in women being treated for infertility Miles, Laura M.; Keitel, Merle; Jackson, Margo; Harris, Abigail; Licciardi, Fred  <i>Journal of Reproductive and Infant Psychology</i> (2009)	United States	119	1.00	35.1	Greenhaus (1973)	Women who experienced social pressures for motherhood viewed infertility as more stressful, as did those women who endorsed negatively valued instrumental gender role traits.
<b>Psychological outcomes/ Distress</b>	Parental and work role salience, everyday problems, and distress: A prospective analysis of specific vulnerability among multiple-role women Luchetta, Tracy  <i>Women and Health</i> (1995)	United States	106	1.00	35.0	Amatea et al. (1986)	Parental role salience attenuated the relationship between family-related stress appraisals and psychological symptoms.
<b>Psychological outcomes/ Environmental Cognition</b>	Family-role salience and environmental cognition James, Keith  <i>Journal of Environmental Psychology</i> (1989)	United States	68	0.50	N/A	N/A	In study 1, women in the role-salience condition (RSC) gave lower ratings than women in the neutral condition and men in either condition. In study 2, women in the RSC gave lower ratings to the house, but not to the office-building, than women in the individual condition and men in either condition.

**Table 3 Continued**

Category /Topic	Publication	Country	N	Female (Proportion of Sample)	Average Age	Salience Measure	Major Findings
<b>Psychological outcomes/ Ego-identity status</b>	The relation between ego-identity status and sex-role attitude, work-role salience, atypicality of major, and self-esteem in college women Fannin, Patricia M.  <i>Journal of Vocational Behavior</i> (1979)	United States	147	1.00	20.5	Greenhaus (1971)	One discriminant function differentiated 147 students among four ego-identity statuses: Achievement, Moratorium, Diffusion, and Foreclosure. Women in the Diffusion status were enrolled in less typical majors, and were more work-role salient. Women in the Foreclosure status were in more typical majors, were less work-role salient, and were more traditional in sex-role attitude.
<b>Psychological outcomes/ Job satisfaction</b>	Using attachment theory to predict job satisfaction and scores on the Life Role Salience Scale McCutcheon, Lynn E.  <i>North American Journal of Psychology</i> (2000)	United States	215	N/A	37.7	Amatea et al. (1986)	Ambivalent parental childhood attachment was not related to the anxious adult attachment, suggesting that job dissatisfaction is not directly related to childhood attachment.
<b>Psychological outcomes/ Identity development</b>	Identity development of gifted female adolescents: The influence of career development, age, and life-role salience Shoffner, Marie F.; Newsome, Deborah W. <i>Journal of Secondary Gifted Education</i> (2001)	United States	95	1.00	14.5	Super and Nevill (1986)	A set of factors, including vocational exploration and commitment (most important factor), commitment to the role of work, and participation the role of studying, explained 43.3% of the variance in the identity development of gifted female adolescents.

**Table 3 Continued**

Category /Topic	Publication	Country	N	Female (Proportion of Sample)	Average Age	Salience Measure	Major Findings
<b>Psychological outcomes/ Job stress</b>	Identity accumulation, others' acceptance, job-search self-efficacy, and stress Lang, Josephine Chinying; Lee, Chay Hoon  <i>Journal of Organizational Behavior</i> (2005)	Singapore	180	0.34	34.0	Callero (1985)	Job-search self-efficacy moderated the relationship between work-role salience and job stress.
<b>Psychological outcomes/ Life satisfaction</b>	An examination of the moderating influence of breadwinner role salience on the pay-life satisfaction relationship Aryee, Samuel  <i>Human Relations</i> (1999)	China	255	0.53	N/A	Aryee (1999)	The relationship between pay satisfaction and life satisfaction was significant among the low breadwinner-role salience group but was not significant among the high breadwinner-role salience group.
<b>Psychological outcomes/ Life satisfaction</b>	Relation of Maternal Role Concepts to Parenting, Employment Choices, and Life Satisfaction Among Japanese Women Holloway, Susan D.; Suzuki, Sawako; Yamamoto, Yoko; Mindnich, Jessica Dalesandro  <i>Sex Roles</i> (2006)	Japan	116	1.00	35.8	Japanese Ministry of Health, Labor, and Welfare (2002) Simon (1992)	Having more children, feeling parental self-efficacy, and being employed predicted life satisfaction in the sample of mothers. Seeking employment was negatively associated with high maternal role salience.

**Table 3 Continued**

Category /Topic	Publication	Country	N	Female (Proportion of Sample)	Average Age	Salience Measure	Major Findings
<b>Psychological outcomes/ Life satisfaction</b>	The impact of life role salience on life satisfaction Perrone, Kristin M.; Civileto, Christine L.  <i>Journal of Employment Counseling</i> (2004)	United States	125	0.65	30	Super and Nevill (1986)	High life role salience was related to high levels of role strain. Coping efficacy mediated the negative relationship between role strain and life satisfaction.
<b>Psychological outcomes/ Parental Involvement</b>	Accounting for patterns of father involvement: Age of child, father-child coresidence, and father roles salience Bruce, Carol; Fox Greer Litton  <i>Sociological Inquiry</i> (1999)	United States	162	0.00	N/A	Bruce and Fox (1999)	Child's age, father-role salience, and father-child coresidence and their related interaction terms accounted for 37% of the variance in father involvement.
<b>Psychological outcomes/ Parental stress</b>	Social interest, psychological well-being, and maternal stress Rodd, Jillian  <i>Individual Psychology: Journal of Adlerian Theory, Research &amp; Practice</i> (1994)	Australia	109	1.00	N/A	N/A	Extent of psychological well-being was related to degree of social interest. Social interest and well-being were not related to stress.
<b>Psychological outcomes/ Self-esteem</b>	A measurement of sex role salience Ravinder, Shashi  <i>Journal of Psychology</i> (1987)	Australia India	331	N/A	N/A	Kelly (1955)	There were significant differences in self-esteem scores in the Indian sample when the students were categorized by sex-role salience. There was no effect of sex-role salience in the Australian sample.

**Table 3 Continued**

Category /Topic	Publication	Country	N	Female (Proportion of Sample)	Average Age	Salience Measure	Major Findings
<b>Psychological outcomes/ Self-efficacy</b>	Career Assessment With Native Americans: Role Salience and Career Decision-Making Self-Efficacy Brown, Chris; Lavish, Lea A.  <i>Journal of Career Assessment</i> (2006)	United States	137	0.43	23.0	Super and Nevill (1986)	The work-role was more salient than the community service role in participation, commitment, and value expectations. Home/family participation and commitment were more salient than work participation and commitment. Career decision-making self-efficacy was associated with work-role value expectations; student-role participation, commitment, and value expectations; and community service commitment and value expectations.
<b>Psychological outcomes/ Self-esteem</b>	Relationship Quality with Parent, Daughter Role Salience, and Self-Esteem of Daughter Caregivers Li, Lydia Wailing; Seltzer, Marsha Mailick  <i>Marriage &amp; Family Review</i> (2005)	United States	137	1.00	58.8	Li and Seltzer (2005)	Relationship strain was negatively related to daughters' self-esteem, regardless of daughter-role salience. The positive effects of affective closeness on self-esteem were stronger for daughters who were higher in daughter-role salience.

**Table 3 Continued**

Category /Topic	Publication	Country	N	Female (Proportion of Sample)	Average Age	Salience Measure	Major Findings
<b>Psychological outcomes/ Value Satisfaction</b>	Value satisfaction as a function of role salience, age, and sex Richmond, Jayne  Journal of Employment Counseling (1985)	United States	322	0.63	N/A	Super and Nevill (1986)	Role satisfaction predicted value choice. A significant interaction of age and role salience was found for achievement, autonomy, lifestyle, physical prowess (for women), and economic security. Both older and younger participants had a positive linear relationship between each of the significant value choices and role salience.
<b>Psychological outcomes/ Well-being</b>	Work-Family Conflict, Work- and Family-Role Salience, and Women's Well-Being Noor, Noraini M.  <i>The Journal of Social Psychology</i> (2004)	England	147	1.00	39.2	Noor (2004)	Work-role salience had a direct effect in positively predicting job satisfaction beyond the effects of work-family conflict. Work-role salience also had moderating effects, exacerbating the negative relationship between work-interference-with-family conflict and well-being.
<b>Scale validation/ Life Role Salience Scales (LRSS)</b>	Importance of roles in life: The psychometric properties of the French version of the Life Role Salience Scale Lachance, L., & Tétreau, B.  <i>Canadian Journal of Counselling</i> (1999)	France	468	0.64	39.4	Amatea et al. (1986)	Results of factor analyses and correlations between the scales supported a four-factor solution corresponding to each role. Alpha coefficients for subscales ranged from 0.72 to 0.94.

**Table 3 Continued**

Category /Topic	Publication	Country	N	Female (Proportion of Sample)	Average Age	Salience Measure	Major Findings
<b>Scale validation/ Life Role Salience Scales (LRSS)</b>	Life Role Salience Scales: Additional evidence for construct validation McCutcheon, Lynn E.  <i>Psychological Reports</i> (1998)	United States	(1) 215 (2) 162	(1) 0.53	(1) 37.7 (2) 39.2	Amatea et al. (1986)	Job happiness scores did not correlate with scores on the Occupational subscales of the Life Role Salience Scales (LRSS). Unmarried participants scored lower on the Parental and Marital subscales and higher on the Occupational subscales than the married participants.
<b>Scale validation/ Life Role Salience Scales (LRSS)</b>	Psychometric properties of the Life Role Salience Scales: Some construct validation evidence from a sample of nonprofessional women Campbell, Kathleen M.; Campbell, Donald J.  <i>Educational and Psychological Measurement</i> (1995)	United States	94	1.00	N/A	Amatea et al. (1986)	No distinctions were found between the "value" and "commitment" subscales of the Life Role Salience Scales (Amatea et al., 1986). Reasonable support for construct validity was found.
<b>Scale validation/ Life Role Salience Scales (LRSS)</b>	Assessing the work and family role expectations of career- oriented men and women: The Life Role Salience Scales Amatea, Ellen S.; Cross, E. Gail; Clark, Jack E.; Bobby, Carol L.  <i>Journal of Marriage &amp; the Family</i> (1986)	United States	(1) 434 (2) 192 (3) 300	(2) 1.00 (3) 0.50	N/A	Amatea et al. (1986)	Three studies indicate that the instrument has eight clearly defined scales that demonstrate adequate convergent and discriminant validity and reliability.

**Table 3 Continued**

Category /Topic	Publication	Country	N	Female (Proportion of Sample)	Average Age	Salience Measure	Major Findings
<b>Scale validation/ Ravinder Sex- Role Salience Reptest - Australia</b>	Sex-role salience: An important component in the measurement of sex-role identity Ravinder, Shashi <i>Human Relations</i> (1987)	Australia	216	0.57	N/A	Ravinder (1987)	Findings support the validity and illustrate the usefulness of a test which makes it possible to characterize an individual as masculine, feminine, androgynous, or sex-role transcendent.
<b>Scale validation/ Salience Inventory - Portugal</b>	Advances in the assessment of values and role salience Ferreira-Marques, José <i>Evaluación Psicológica. Special Issue: European contributions</i> (1989)	Portugal	446			Super and Nevill (1986)	Dimensions of role salience and values of Portuguese sample were similar to other countries.
<b>Sex differences/ Career Satisfiers</b>	Explaining sex differences in managerial career satisfier preferences: The role of gender self-schema Eddleston, Kimberly A.; Veiga, John F.; Powell, Gary N. <i>Journal of Applied Psychology</i> (2006)	United States	400	0.50	35.7	Lodahl and Kejner (1965) Lobel and St. Clair (1992)	The relationship between managers' sex and preferences for socioemotional career satisfiers was completely mediated by feminine traits and family role salience. Male managers viewed status-based career satisfiers as more important and socioemotional career satisfiers as less important than female managers did.



Table 3 Continued

Category /Topic	Publication	Country	N	Female (Proportion of Sample)	Average Age	Salience Measure	Major Findings
<b>Sex differences/ Life role salience</b>	Life role salience: A study of dual-career couples in the Indian context Rajadhyaksha, Ujvala; Bhatnagar, Deepti  <i>Human Relations</i> (2000)	India	184	0.50	N/A	Amatea et al. (1986)	The expected reversal of work-role salience and family-role salience for men and women at mid-life was not evident.
<b>Sex differences/ Life role salience</b>	Salience of occupational, marital, parental and home care roles and its personality correlates: A study of dual career couples Shukla, Archana; Gupta, Neeta  <i>Psychological Studies</i> (1994)	India	104	0.50	41.0	Amatea et al. (1986)	Self-realization and occupational-role salience were positively related. Norm-favoring was positively related to salience of marriage and family roles, especially among wives.
<b>Sex differences/ Life role salience</b>	The effects of career salience and life-cycle variables on perceptions of work-family interfaces Chi-Ching, Yuen  <i>Human Relations</i> (1995)	Singapore	429	0.55	30.3	Amatea et al. (1986)	Age was negatively related to occupational reward-value (RV) in high occupational role salience (ORS) men. Marital status was a negative predictor of low ORS women's occupational RV; whereas, parenthood was a positive predictor of their parental and marital RVs. Low ORS men scored lower in occupational, parental, and marital RVs. Marriage and parenthood affected low ORS women's life-role orientations but did not affect high ORS women.

**Table 3 Continued**

Category /Topic	Publication	Country	N	Female (Proportion of Sample)	Average Age	Salience Measure	Major Findings
<b>Sex differences/ Parental strain</b>	Gender differences in parental strain: Parental role or gender role? Scott, Jacqueline; Alwin, Duane F.  <i>Journal of Family Issues</i> (1989)	United States	1051	0.69	N/A	Scott and Alwin (1989)	Mothers expressed greater role demands and parental strain than fathers, possibly due to differential orientations in the gendered nature of the parental role.
<b>Sex differences/ Parenting Expectations</b>	Gender, internalization of expressive traits, and expectations of parenting Yaremko, Sarah K.; Lawson, Karen L.  <i>Sex Roles</i> (2007)	Canada	236	0.50	19.1	Yaremko and Lawson (2007)	Women were higher in parent-role salience and expressed greater intentions to become parents than men. Sex moderated the positive relationships between expressive/ feminine traits and parenting expectations, parental role salience, & intentions to parent.
<b>Sex differences/ Retirement Quality</b>	Gender, employment and retirement quality: A life course approach to the differential experiences of men and women Quick, Heather E.; Moen, Phyllis  <i>Journal of Occupational Health Psychology</i> (1998)	United States	458	0.47	63.0	N/A - dichotomous	For women, retirement quality was positively associated with a continuous career, early retirement, and good post-retirement income. For men, retirement quality was positively associated with good health, an enjoyable pre-retirement job, low work-role salience, substantial preretirement planning, and retiring for internally motivated reasons.

**Table 3 Continued**

Category /Topic	Publication	Country	N	Female (Proportion of Sample)	Average Age	Salience Measure	Major Findings
<b>Sex differences/ Task-sharing Behavior</b>	Determinants of family task sharing: A study of husbands and wives Bird, Gloria; Bird, Gerald; Scruggs, Marguerite  <i>Journal of Marriage &amp; the Family</i> (1984)	United States	332	0.50	N/A	Condie and Doan (1976)	For wives, income and family type were related to increased task-sharing. For husbands, sex-role orientation, family type, and role salience were most influential in task-sharing.
<b>Social outcomes/ Marital adjustment</b>	Work identity and marital adjustment in blue-collar men Gaesser, David L.; Whitbourne, Susan Krauss  <i>Journal of Marriage &amp; the Family</i> (1985)	United States	40	0.00	33.4	Whitbourne (1981)	Work-task complexity, age, income, and salience of secondary role commitments predicted marital adjustment.
<b>Social outcomes/ Social acceptance</b>	Enhancing Social Acceptance of Early Adolescents with Physical Disabilities: Effects of Role Salience, Peer Interaction, and Academic Support Interventions Mpofu, Elias  <i>International Journal of Disability, Development and Education</i> (2003)	Zimbabwe	218	0.51	12.5	Mpofu (2003)	A role salience intervention was effective in raising the perceived social acceptance of students with physical disabilities. In raising the actual social acceptance of these students, peer interaction interventions were more effective than the role salience and academic support interventions, combined.

## Discussion

***HRD Implications.*** As HRD is a field that is devoted to the development of human capital in organizations, the findings related to career development and career exploration should be of interest to HRD practitioners who have been charged with the career development components of the HRD functions. Many of the findings related to career development have implications for career counseling, career advancement, and programming to aid career development. For instance, work-role salience has been positively linked to more extensive career exploration (Greenhaus, 1981, 1982; Sugalski, 1986) and attitudes toward career development (Super & Nevill, 1984). Additionally, management development programs may benefit from enhanced recruitment and selection processes with the knowledge that work-role salience has a direct relationship with ambition for managerial position (Van Vianen, 1999).

The use of valid, reliable measures of role salience can assist HRD professionals in assessing employees and gaining an understanding of motivators and potential factors for work-related decisions among their employees. This may be helpful in succession planning efforts as role salience may predict when individuals decide to exit roles and enter into new roles (e.g., exit the worker role and enter the pensioner role). Career salience is also a predictor of the willingness of women to accept an overseas job assignment. For men, career salience is a predictor of their willingness to follow a partner on an overseas assignment (van der Velde, Bossink, & Jansen, 2005). Such findings could impact the planning and development needs for potential expatriates and repatriates.

***Future Research.*** As evidenced by the ten categories used to frame the articles in this review, role salience has been studied from several different angles with particular attention to psychological consequences, sex differences, and career development implications. However, what is noticeably missing from this body of literature is research regarding relationships between roles. For instance, researchers have not addressed what happens to family-role salience when work-role salience is high or what kinds of decisions individuals make when they are high in leisure-role salience and work-role salience. Is it even plausible to conceive of an individual for whom more than one life role is considered to be highly salient?

In this review, four articles were assigned to the inter-role relations category. Two of these articles were reports of investigations pertaining to work-family conflict, while the other two articles were summaries of tensions experienced by women in an occupational/graduate student role and a familial role. Work-family conflict was studied by Noor (2004) and Chi-Ching (1995). Based on the study findings, women experience more tensions between roles and men are more balanced in terms of salience of work and family roles (Marin, Infante, & Rivero, 2002). Additionally, work-role salience appears to moderate the negative impacts of work-family conflict that originates in the work domain and psychological well-being (Noor, 2004).

In the future, researchers should build upon these initial works to more deeply understand how salience plays into the inter-role relationships. Researchers should consider the impact of high salience in particular combinations of roles. Researchers should also look at any detrimental and/or positive effects of particular roles being

highly salient or particular roles that are completely unimportant in relation to an individual's other life roles. As organizational and familial factors are most often explored as antecedents to work-family conflict, inquiries into the relationships between role salience and work-family conflict might reveal additional important predictors of work-family conflict.

In his life-span, life-space theory, Super (1980) posited that salient roles shift throughout an individual's life cycle. Indeed, values have been found to be more stable in a longitudinal study of young women who transitioned from high school to post-secondary education or the workforce (Madill, Montgomerie, Stewin, Fitzsimmons, Tovell, Armour, & Ciccocioppo, 2000). Super (1980) suggested that role importance may change temporally (amount of time required by a role or desired to give to the role) or emotional involvement may fluctuate with life stage. Such changes and any underlying patterns have not been sufficiently explored by researchers to date. Understanding how role salience varies as a function of life stage will impact effective career development strategies, as well as organization development interventions across the age demographics in organizations. Additional longitudinal study designs may be employed to help fill this void in the literature.

### CHAPTER III

## A META-ANALYTIC INVESTIGATION OF LIFE ROLE SALIENCE AND WORK-FAMILY CONFLICT

Aspects of work and family are of central importance to essentially all adults. Not only does work provide a source of income and economic resources for most individuals but it also provides individuals a sense of identity, autonomy, and general purpose in life (Hulin, 2002). For many individuals, family also supplies a sense of identity and general life purpose. Consequently, working adults find themselves having to negotiate these major life roles as they attempt to meet the demands of both the work role(s) and the family role(s). The relative importance of these roles, or role salience, likely dictates an individual's actions in these roles (Greenhaus & Beutell, 1985; Powell & Greenhaus, 2006).

Because one singular individual is attempting to perform in both roles, spillover between the roles is almost inevitable. Though participation in multiple roles can be a positive experience, most researchers have been concerned with the negative spillover between work and family roles. This negative spillover has generally been termed *work-family conflict*. Work-family conflict (WFC) is defined as “a form of interrole conflict in which the role pressures from the work and family domains are mutually incompatible in some respect” (Greenhaus & Beutell, 1985, p. 77). This definition implies that fulfilling the demands of one role are made more difficult by participating in the other role.

Work-family conflict is often conceptualized in the literature using the model offered by Greenhaus and Beutell (1985). The model frames work-family conflict as a bi-directional construct in that the conflict can originate in either the work domain or the family domain (Greenhaus and Beutell, 1985). Stresses in the work domain may interfere with the family role. Similarly, stresses in the family domain may interfere with the family role. In the literature, directionality is often specified as either work interference with family (WIF) or family interference with work (FIW). WIF results when there is negative spillover from work into the family domain. FIW is characterized by negative spillover from the family into the work domain.

Even as individuals attempt to meet the demands of both roles, it is still likely that individuals identify more strongly with either their work role or their family role. Identity theory, as proposed by Stryker (1968), suggests that individuals organize their multiple role identities into a hierarchical structure. The relative importance of each role compared to the roles across the life space is referred to as *role salience* (Super, 1982). The role expectations of those roles that are most salient or highest in the hierarchical structure will be most likely to dictate the behavioral choices that an individual makes in a given situation. Essentially, individuals will choose to spend more time in the more salient role (Greenhaus & Beutell, 1985), possibly interfering with their ability to meet the demands of the other role. Indeed, Powell and Greenhaus (2006) found that when a work activity and a family activity were scheduled at the same time, individuals who were high in family role salience were more likely to choose to participate in the family activity than the work activity.



In the current study, relationships between *role salience* and *work-family conflict* were explored. Specifically, meta-analytic strategies were utilized to investigate the influence of work role salience (WRS) and family role salience (FRS) on work-family conflict and associated directionality. This study was an extension of the role salience literature as the manner in which individuals negotiate their multiple life roles in relation to each other was emphasized. Additionally, as work-family conflict researchers have primarily focused on organizational and familial variables to help explain work-family conflict, this study was a contribution to the work-family conflict literature that helped to clarify the impact of related individual differences on work-family conflict.

### **Theoretical Framework**

Hobfoll's (1989) conservation of resources (COR) theory formed the theoretical basis for the hypotheses tested herein. At the center of COR is the notion that individuals seek to acquire, maintain, and protect the things that they value (Grandey & Cropanzano, 1999) and the loss of these resources is the principal catalyst for the stress process (Hobfoll, 2001). Resources are generally objectively determined (Hobfoll, 2001) and may include those objects, personal characteristics, conditions, or energies that are valued by an individual (Lapierre & Allen, 2006). Stress results when individuals are threatened with a loss of resources, when individuals experience an actual loss of resources, and when an expected resource gain is not actualized (Hobfoll, 2001; Premeaux, Adkins, & Mossholder, 2007).

COR can be applied to work-family conflict in that resources such as time, money, or energy may be completely consumed in one role, resulting in an inadequate

amount of resources available to meet the demands of the second role. Furthermore, according to COR, anything that replenishes resources should lead to lower work-family conflict (Premeaux, Adkins, & Mossholder, 2007). Grandey and Cropanzano (1999) were the first researchers to apply COR to work-family conflict research. They posited that COR provides a theoretical basis for individual differences to be treated as resources in work-family conflict research. While they investigated the role of self-esteem as a resource, in the current meta-analysis, role salience is treated as a resource.

### **Hypotheses**

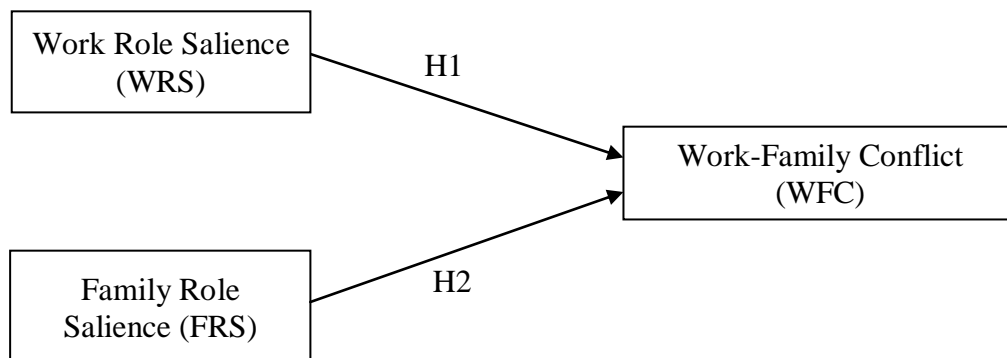
A total of eight hypotheses were investigated in the current study. The hypotheses involve the relationships between work role salience, family role salience, and various work-family conflict variables. In this meta-analysis, three dependent variables were considered, including general work-family conflict, family interference with work, and work interference with family. A distinction is made between the three dependent variables because some researchers have utilized composite measures of work-family conflict while other researchers have reported data based on distinct measures of the two directions of work-family conflict. Relationships between work role salience, family role salience and work-family conflict are represented in Figure 2.

The first set of hypotheses refers to the relationships between the life role salience measures and general work-family conflict. Though meta-analytic researchers (Byron, 2005; Mesmer-Magnus & Viswesvaran, 2005) have confirmed that WIF and FIW are distinct variables with different antecedents and outcomes, some researchers have reported composite measures of general work-family conflict. To incorporate these

studies in the meta-analysis, related hypotheses are included in the current study.

Individuals who are high in either work role salience or family role salience value one or the other life role above other life roles. As a result of placing value on a particular life role, these individuals are probably vulnerable to perceiving conflict between their roles when they are unable to devote appropriate resources to multiple roles. Therefore, work role salience (Hypothesis 1) and family role salience (Hypothesis 2) are expected to be positively associated with general work-family conflict.

**Figure 2. Hypothesized Relationships between Role Salience and Work-Family Conflict**



The second set of hypotheses pertain to work role salience. When people are high in work role salience, they place a high level of importance and value on their occupational roles and consequently may perceive conflict between roles when a nonwork role threatens the resources needed to function satisfactorily in the work role. Accordingly, a person who is high in work role salience has additional resources devoted to the work roles, which should alleviate inter-role conflict that originates in the work

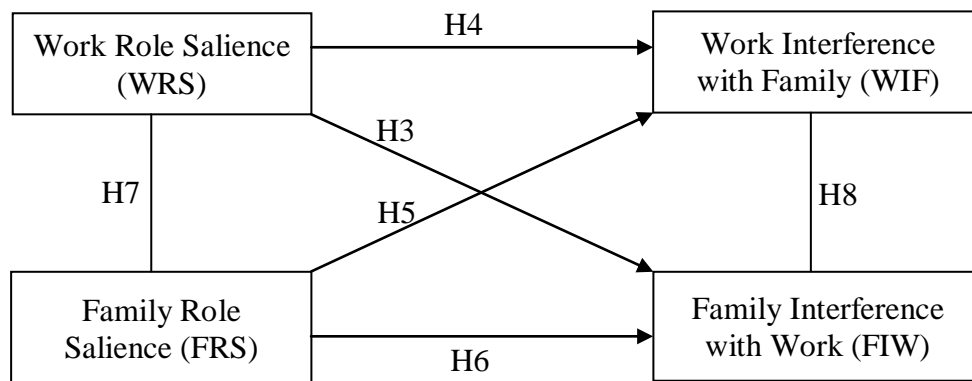
domain. A positive relationship is, therefore, expected to exist between WRS and FIW (Hypothesis 3). Additionally, work role salience is expected to be more strongly related FIW than to WIF (Hypothesis 4).

The third set of hypotheses pertains to family role salience. As with the previous two hypotheses, the reasoning for family role salience is also based on the resource scarcity premise of Hobfoll's (1989) COR theory. An individual who is high in family role salience will likely feel that resources devoted to the family role will be threatened by demands of the work role. Furthermore, high family role salience increases the available resources in the family domain, which should ease the inter-role conflict that originates in the family domain. Consequently, family role salience is expected to be positively related to WIF (Hypothesis 5). Additionally, family role salience is expected to be more strongly related to WIF than FIW (Hypothesis 6).

A fourth set of hypotheses involves the relationships between the life role salience measures and the directions of work-family conflict. By definition, high salience in a life role means that an individual has placed that role above others in their personal hierarchy of life roles. Following this reasoning, an individual who is high in family role salience will be expected to be lower in work role salience. Similarly, high work role salience in an individual is probably associated with lower family role salience in that individual. Consequently, the correlation between work role salience and family role salience is expected to be negative (Hypothesis 7). On the contrary, WIF and FIW are expected to be positively associated with each other (Hypothesis 8). It would seem that a person who is prone to experience inter-role conflict between the work and family

roles might not correctly discern the directionality of that conflict. As a consequence, they may indicate higher levels of both types of conflict or lower levels of both types of conflict, depending on their own experiences. The hypothesized relationships between work role salience, family role salience, and both directions of work-family conflict are depicted in Figure 3.

**Figure 3. Hypothesized Relationships between Role Salience, Work Interference with Family, and Family Interference with Work**



## Methodology

**Data Collection.** Existing studies related to role salience and work-family conflict were identified using the *Google Scholar* search engine. *Google Scholar* was chosen because it allows for searching a variety of different types of documents, including articles, theses, conference papers, and books. The search terms used to find studies included *work-family conflict*, *role salience*, *role importance*, *role commitment*, and *role centrality*.

Studies had to meet four criteria to be included in the meta-analysis. First, the study had to be electronically available in the English language. Second, the study had to include quantitative measures of work-family conflict and life role salience. Third, the study had to contain a linear correlation co-efficient for at least one of the bivariate relationships between work/family role salience and at least one of the work-family conflict variables. Finally, the study had to be an investigation that included work-family conflict as a dependent variable.

Specific information was extracted from each study and assembled into an *Excel* spreadsheet. When available, the correlation coefficients that represented the following relationships were recorded for each study: WFC/WRS, WIF/WRS, FIW/WRS, WFC/FRS, WIF/FRS, FIW/FRS, WIF/FIW, and WIF/FIW. Information for potential moderators was also collected. This data included the following: sample size, proportion of women in the sample, country, proportion of married people in the sample, average age, response rate, proportion of Caucasian respondents, proportion of African-American respondents, average work hours per week, and proportion of parents in the sample. Reliability coefficients and origin of the scales used to measure WFC, WIF, FIW, WRS, and FRS were also extracted.

***Data Analysis.*** The *Comprehensive Meta-Analysis* software program was used to determine the summary effects that represent the relationships between the variables of interest. Eight summary statistics were computed to coincide with the hypotheses as mentioned previously. Two pieces of data were entered into the software to compute

each of the summary statistics – sample size(s) and correlation coefficients as reported in the primary studies.

To compute the summary statistics, *Comprehensive Meta-Analysis* transformed each of the correlations to Fisher's  $z$  values (Fisher, 1924) prior to computing the summary statistics. Computations to determine the variance in each correlation and the upper/lower limits of the 95% confidence interval were accomplished using the Fisher's  $z$  scores (Fisher, 1924). The summary effect size and confidence intervals were subsequently transformed back to correlations. The summary effect sizes reported in the current study are based on the random-effect model. Consequently, the variance for each correlation is based on the sum of the variance within the study and the variance between the primary studies. Additionally, the reported summary effect size is the mean value of the normal distribution that represents the possible true effect sizes of the sample of primary studies.

The SPSS 16.0 software package was used to identify potential moderators of the life role salience and work-family conflict relationships. Linear correlation coefficients were calculated amongst the continuous variables that were captured in the data collection phase of this project.

## **Findings**

The search for studies to include in this meta-analysis yielded 58 articles and papers that were readily available in the English language through electronic database searches and contained reports of empirical inquiries that involved quantitative measures of work and/or family role salience and work-family conflict variables. Two of the

articles were eliminated from the pool as a duplicate data set was used in another article. In both cases of duplication, the paper with the earliest date of publication was included in the analysis reported herein. Nineteen of the articles did not contain the correlations that were appropriate for evaluating the hypotheses for the current study and an additional twenty-three of the papers were eliminated from the analysis because the primary dependent variable was not work-family conflict. Instead, many of these articles were aimed at investigating such dependent variables as job satisfaction, life satisfaction, psychological well-being, and career success. There were also six articles that focused on anticipated work-family conflict. While these articles were also eliminated from the initial analysis, they are considered in a follow-up analysis. Ultimately, the data shown in Table 4 and Table 5 were gleaned from fourteen articles and papers and were used in this meta-analysis.

As the dependent variables, WFC, WIF, and FIW were measured using several established scales, including those offered by Kopelman, Greenhaus, and Connolly (1983); Bohen and Viveros-Long (1981); Netemeyer, Boles, and McMurrian (1996); Grzywacz and Marks (2000); Carlson, Kacmar, and Williams (2000); Frone, Russell, and Cooper (1992); and Gutek, Searle, and Klepa (1991). In the primary studies used for this meta-analysis, the reliability coefficients ranged from 0.81 to 0.89 for WFC, from 0.75 to 0.94 for WIF, and from 0.56 to 0.91 for FIW.

Work role salience and family role salience were measured using the Life Role Salience Scales offered by Amatea, Cross, Clark, and Bobby (1986) as well as scales developed by Kanungo (1982), Frone and Rice (1987), Greenhaus (1971), and Lodahl



**Table 4. Studies and Correlations for WFC/WRS and WFC/FRS Relationships**

<b>Title (Author, year)</b>	<b>Type of Publication</b>	<b>Research Question</b>	<b>Sample Size</b>	<b>Women (Proportion of Sample)</b>	<b>Married (Proportion of Sample)</b>	<b>WFC Scale</b>	<b>WRS Scale [FRS Scale]</b>	<b>WFC/WRS Correlation [WFC/FRS]</b>
Work-nonwork conflict among MBAs: Sex differences in role stressors and life satisfaction (Beutell & O'Hare, 1987)	Journal Article (Work and Stress)	Among men and women MBA students: What are the predictors for work-nonwork conflict for each gender?	83	0.00	1.00	Kopelman, Greenhaus, and Connolly (1983)	Greenhaus (1971)	0.35
Work-nonwork conflict among MBAs: Sex differences in role stressors and life satisfaction (Beutell & O'Hare, 1987)	Journal Article (Work and Stress)	Among men and women MBA students: What are the predictors for work-nonwork conflict for each gender?	32	1.00	1.00	Kopelman, Greenhaus, and Connolly (1983)	Greenhaus (1971)	0.26
Work-nonwork conflict among MBAs: Sex differences in role stressors and life satisfaction (Beutell & O'Hare, 1987)	Journal Article (Work and Stress)	Among men and women MBA students: What are the predictors for work-nonwork conflict for each gender?	81	0.00	0.00	Kopelman, Greenhaus, and Connolly (1983)	Greenhaus (1971)	0.12
Work-nonwork conflict among MBAs: Sex differences in role stressors and life satisfaction (Beutell & O'Hare, 1987)	Journal Article (Work and Stress)	Among men and women MBA students: What are the predictors for work-nonwork conflict for each gender?	61	1.00	0.00	Kopelman, Greenhaus, and Connolly (1983)	Greenhaus (1971)	0.21

**Table 4 Continued**

<b>Title (Author, year)</b>	<b>Type of Publication</b>	<b>Research Question</b>	<b>Sample Size</b>	<b>Women (Proportion of Sample)</b>	<b>Married (Proportion of Sample)</b>	<b>WFC Scale</b>	<b>WRS Scale [FRS Scale]</b>	<b>WFC/WRS Correlation [WFC/FRS]</b>
Work-family role strain among employed mothers of preschoolers: the impact of workplace support (Warren, 1993)	Thesis (The University of British Columbia - Family Studies)	How do work demands and workplace support impact perceived work-family role strain of employed mothers with preschool age children in group daycare?	116	1.00	0.47	Bohen and Viveros-Long (1981)	Amatea, Cross, Clark, and Bobby (1986) [Quinn and Staines (1979)]	0.17 [0.23]
The relationship between work role centrality, social support systems, work-family dynamics, and job satisfaction in women (Richey-Strickland, 2006)	Dissertation (Touro University International - Business Administration)	Does work role centrality affect work-family conflict issues among women?	77	1.00	0.39	Netemeyer, Boles, and McMurrian (1996)	Amatea, Cross, Clark, and Bobby (1986)	-0.042
Work and family role salience as mediating variables in a work-family conflict model: A model test (Young, 2006)	Thesis (Emporia State University - Psychology and Special Education)	Do work role salience and/or family role salience mediate the relationships of gender, parental status, economic status, organizational support of family, and family support of work to WIF, FIW, and general WFC?	122	0.60	0.67	Netemeyer, Boles, and McMurrian (1996)	Amatea, Cross, Clark, and Bobby (1986) [Amatea, Cross, Clark, and Bobby (1986)]	0.06 [-0.24]

**Table 5. Studies and Correlations for WIF/WRS, FIW/WRS, WIF/FRS, and FIW/FRS Relationships**

<b>Title (Author, Year)</b>	<b>Type of Publication</b>	<b>Research Question</b>	<b>Sample Size</b>	<b>Women (Proportion of Sample)</b>	<b>Married (Proportion of Sample)</b>	<b>WIF/FIW Scale</b>	<b>WRS/FRS Scale</b>	<b>WIF/WRS Correlation [FIW/WRS Correlation]</b>	<b>WIF/FRS Correlation [FIW/FRS Correlation]</b>
Rhythms of life: Antecedents and outcomes of work-family balance in employed parents (Aryee, Srinivas, & Tan, 2005)	Journal Article (Journal of Applied Psychology)	What are the antecedents and outcomes of the facilitation and conflict components of Frone's (2003) four-fold taxonomy of work-family balance in employed parents in India?	267	0.58	0.996	Grzywacz and Marks (2000)	Lodahl and Kejner (1965)	-0.07 [-0.14]	-0.06 [-0.07]
Investigating the moderating influences of gender upon role salience and work-family conflict (Biggs & Brough, 2005)	Journal Article (Equal Opportunities International)	What is the influence of gender upon university (student) and family roles in the prediction of work-family conflict? Does role salience predict conflict within the respective domains?	130	0.78	--	Netemeyer, Boles, and McMurrian (1996)	Amatea, Cross, Clark, and Bobby (1986)	0.17 [0.11]	0.08 [0.13]
Work-family conflict in the organization: Do life role values make a difference? (Carlson & Kacmar, 2000)	Journal Article (Journal of Management)	Do the life role values held by individuals result in unique work-family conflict experiences? Do life role values moderate the WFC process?	314	0.38	0.850	Frone, Russell, and Cooper (1992)  Gutek, Searle, and Klepa (1991)	Whitley and England (1977)	0.15 [0.06]	0.05 [-0.02]

**Table 5 Continued**

<b>Title (Author, Year)</b>	<b>Type of Publication</b>	<b>Research Question</b>	<b>Sample Size</b>	<b>Women (Proportion of Sample)</b>	<b>Married (Proportion of Sample)</b>	<b>WIF/FIW Scale</b>	<b>WRS/FRS Scale</b>	<b>WIF/WRS Correlation [FIW/WRS Correlation]</b>	<b>WIF/FRS Correlation [FIW/FRS Correlation]</b>
A model of work and family conflict: The impact of work-family centrality and family role configuration on the demand-conflict relationship (Boyar, 2002)	Dissertation (Mississippi State University - Business Administration: Management)	What are the important antecedents of WIF and FIW? What affect do individual variables, such as work/family centrality and family role configuration, have on WIF and FIW?	698	0.66	0.785	Carlson, Kacmar, and Williams (2000) Boles, Howard, and Donofrio (2001) Carlson and Perrew (1999)	Paullay, Alliger, and Stone-Romero (1994)	0.04 [0.04]	-- [--]
Antecedents and outcomes of work-family conflict: Testing a model of the work-family interface (Frone, Russell, & Cooper, 1992)	Journal Article (Journal of Applied Psychology)	What are the relationships between key work- and family-related antecedents of WFC and well-being?	631	0.56	0.730	Frone, Russell, and Cooper (1992)	Kanungo (1982) Frone and Rice (1987)	0.05 [0.09]	-0.06 [0.01]
An examination of the perceived direction of work-family conflict (Huffman, 2005)	Dissertation (Texas A&M University - Psychology)	How do role salience, social support, and societal expectations affect the perceived direction of work-family conflict?	100	0.00	1.000	Netemeyer, Boles, and McMurrian (1996)	Amatea, Cross, Clark, and Bobby (1986)	0.12 [-0.01]	0.03 [0]

**Table 5 Continued**

<b>Title (Author, Year)</b>	<b>Type of Publication</b>	<b>Research Question</b>	<b>Sample Size</b>	<b>Women (Proportion of Sample)</b>	<b>Married (Proportion of Sample)</b>	<b>WIF/FIW Scale</b>	<b>WRS/FRS Scale</b>	<b>WIF/WRS Correlation [FIW/WRS Correlation]</b>	<b>WIF/FRS Correlation [FIW/FRS Correlation]</b>
Interferences between work and family among male and female executives in Hong Kong (Ngo & Lau, 1998)	Journal Article (Research and Practice in Human Resource Management)	How do career salience, work involvement, number of work hours, job flexibility, number children, age of youngest child, and family orientation influence work-family conflict?	461	0.21	1.00	Frone, Russell, and Cooper (1992)	Greenhaus et al. (1989) Lodahl and Kejner (1965)	0.35 [0.2]	-- [--]
Work-family conflict, work- and family- role salience, and women's well-being (Noor, 2004)	Journal Article (Journal of Social Psychology)	What are the direct effects and the moderating effects of role salience in the relationship between work-family conflict and well-being?	147	1.00	0.830	Kelloway, Gottlieb, and Barham (1999)	Noor (2004)	0.14 [0.19]	-0.15 [-0.04]
The relationship between work-family conflict/facilitation and perception of psychological contract fairness among Hispanic business professionals' work (Taylor, 2007)	Dissertation (Touro University International - Business Administration)	What is the relationship between work-family conflict/facilitation and perceptions of psychological contract fairness among Hispanic business professionals? How do role values impact WFC/F?	1165	0.41	--	Grzywacz and Bass (2003)	Carlson and Kacmar (2000)	0.133 [0.002]	-0.074 [-0.004]

**Table 5 Continued**

<b>Title (Author, Year)</b>	<b>Type of Publication</b>	<b>Research Question</b>	<b>Sample Size</b>	<b>Women (Proportion of Sample)</b>	<b>Married (Proportion of Sample)</b>	<b>WIF/FIW Scale</b>	<b>WRS/FRS Scale</b>	<b>WIF/WRS Correlation [FIW/WRS Correlation]</b>	<b>WIF/FRS Correlation [FIW/FRS Correlation]</b>
Leadership's Influence on Nonwork Outcomes: The Mediating Role of Work-Family Climate (Heinen, 2009)	Dissertation (George Mason University - Psychology)	Does work-family climate mediate the relationship between transformational leadership behaviors and WIF?	320	0.66	0.697	Carlson, Kacmar, and Williams (2000)	Thompson , Beauvais, and Lyness (1999) Allen (2001)	-0.53 [-- ]	-- [--]
The relationship between work role centrality, social support systems, work-family dynamics, and job satisfaction in women (Richey-Strickland, 2006)	Dissertation (Touro University International - Business Administration)	Does work role centrality affect work-family conflict issues among women?	77	1.00	0.390	Netemeyer, Boles, and McMurrian (1996)	Amatea, Cross, Clark, and Bobby (1986)	0.082 [-0.184]	-- [--]
Work and family role salience as mediating variables in a work-family conflict model: A model test (Young, 2006)	Thesis (Emporia State University - Psychology and Special Education)	Do work role salience and/or family role salience mediate the relationships of gender, parental status, economic status, organizational support of family, and family support of work to WIF, FIW, and general WFC?	122	0.60	0.672	Netemeyer, Boles, and McMurrian (1996)	Amatea, Cross, Clark, and Bobby (1986)	0.04 [0.07]	-0.18 [-0.24]

and Keijner (1965). For WRS, the reliability coefficients ranged from 0.63 to 0.88. The reliability coefficients for FRS ranged from 0.77 to 0.89.

The summary effects sizes for the random effects model and the fixed effect model are presented in Table 6. Based on tests of heterogeneity, the random effects model is most appropriate for evaluating the summary effect sizes of most of the relationships of interest, as there is evidence to suggest that all of the primary studies do not share the same effect size. However, in the case of the WRS/WFC, FRS/WIF, and FRS/FIW relationships, there is not enough evidence to reject the null hypothesis that all of the primary studies share the same effect size.

**Work Role Salience.** Based on seven correlation coefficients ( $N = 572$ ), work role salience had a significant ( $p < 0.01$ ) positive relationship with general work-family conflict, suggesting that individuals who have assigned a high salience to their occupational work tend to experience higher levels of work-family conflict. Based on Cohen's (1992) guidelines, the summary effective size for this relationship, however, is considered to be small. As indicated in Table 6, the summary effect sizes for the relationships between work role salience and each direction of work-family conflict were also positive. However, for the random effects model 0.000 is included in the 95% confidence interval; therefore, the summary effect sizes are not significant at the 0.05 level.

**Family Role Salience.** The summary effect size for the relationship between family role salience and general work-family conflict was negative. Similarly, family role salience was negatively related to each direction of work-family conflict. As shown

**Table 6. Summary Effect Sizes for Eight Role Salience and Work-Family Conflict Relationships**

Relationship	k	N	Summary effect size	95% CI Lower Limit	95% CI Upper Limit	p-value	Summary effect size	95% CI Lower Limit	95% CI Upper Limit	p- value	Rosenthal's Fail-Safe N (2-tailed)
Random effects model						Fixed effect model					
WRS/WFC	7	572	0.151	0.05	0.25	0.003	0.148	0.066	0.228	0.000	17
FRS/WFC	2	238	-0.006	-0.442	0.433	0.981	-0.011	-0.139	0.117	0.861	0
WRS/FIW	11	4112	0.048	-0.013	0.109	0.123	0.048	-0.017	0.079	0.002	11
WRS/WIF	12	4432	0.051	-0.079	0.18	0.44	0.065	-0.036	0.095	0.000	24
FRS/WIF	8	2876	-0.049	-0.098	0	0.050	-0.054	-0.091	-0.017	0.004	4
FRS/FIW	8	2876	-0.02	-0.07	0.03	0.426	-0.015	-0.051	0.022	0.438	0
WRS/FRS	8	2876	-0.071	-0.281	0.145	0.520	-0.187	-0.222	-0.152	0.000	64
WIF/FIW	11	4112	0.425	0.369	0.477	0.000	0.409	0.383	0.434	0.000	1933



in Table 6, the only significant relationship for family role salience was with work interference with family. This summary effect size was computed using eight correlation coefficients ( $N = 2876$ ). This result is an indication that those individuals who place their family roles higher in the hierarchy of life roles experience lower levels of work interference with family.

***Hypotheses Support.*** The results of the evaluation of each of the hypothesized relationships are summarized in Table 7. Of the eight hypotheses that were tested, four of them received some support by the data that was analyzed in this meta-analysis. As hypothesized, work role salience was positively related to FIW and general WFC. Additionally, WIF and FIW were positively related to each other.

The current data set did not support the hypothesis that work role salience is more strongly related to FIW than to WIF. The summary effect sizes and corresponding confidence intervals were very similar for the WRS/FIW and WRS/WIF relationships. The hypotheses that family role salience is positively related to WIF and more strongly related to WIF than to FIW was also not supported. Higher family role salience was actually associated with lower WIF. No support was found for the hypothesis that family role salience is positively associated with general WFC. The summary effect for this relationships was essentially 0 and far from reaching a level of significance. Finally, work role salience and family role salience were not negatively related at a statistically significant level in the random effects model.

**Table 7. Summary of Meta-Analysis Hypotheses and Results**

<b>Hypothesis 1</b>	Work role salience is positively associated with general WFC	Supported
<b>Hypothesis 2</b>	Family role salience is positively associated with general WFC	Not supported
<b>Hypothesis 3</b>	Work role salience is positively related to FIW	Partially supported
<b>Hypothesis 4</b>	Work role salience is more strongly related FIW than to WIF	Not supported
<b>Hypothesis 5</b>	Family role salience is positively related to WIF	Not supported
<b>Hypothesis 6</b>	Family role salience is more strongly related to WIF than FIW	Not supported
<b>Hypothesis 7</b>	Work role salience and family role salience are negatively associated with each other	Partially supported
<b>Hypothesis 8</b>	WIF and FIW are positively associated with each other	Supported

***Moderators.*** Potential moderators of the role salience and work-family conflict relationships were examined by calculating the correlations between the set of variables that were coded for each study and the effect sizes of the role salience and WFC relationships. Of the demographic variables, only average age was significantly related to one of the role salience/WFC relationships. Specifically, average age was negatively associated with the FRS/FIW correlation ( $r = -0.772$ ) and explained 59.5% of the variance in the FRS/FIW correlation. According to this finding, as the ages of the

respondents increases, the relationship between family role salience and FIW decreases. A conceivable explanation for this finding is that the age of respondents corresponds with the age of their children or dependents. As children grow older and more independent, they become less of a strain on resources in the family domain, which would lessen the perception that the family role(s) is interfering with the respondent's ability to engage in the work role.

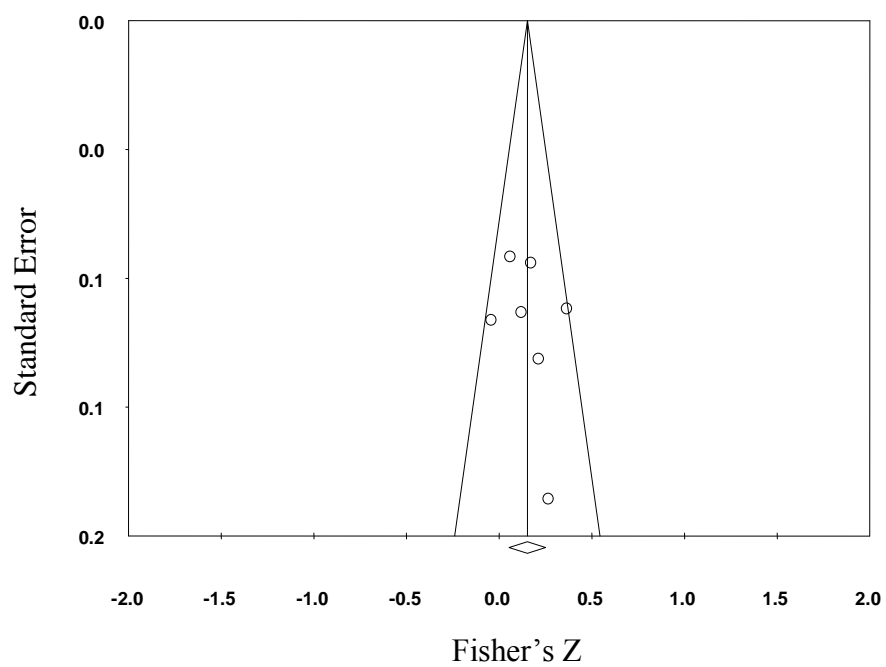
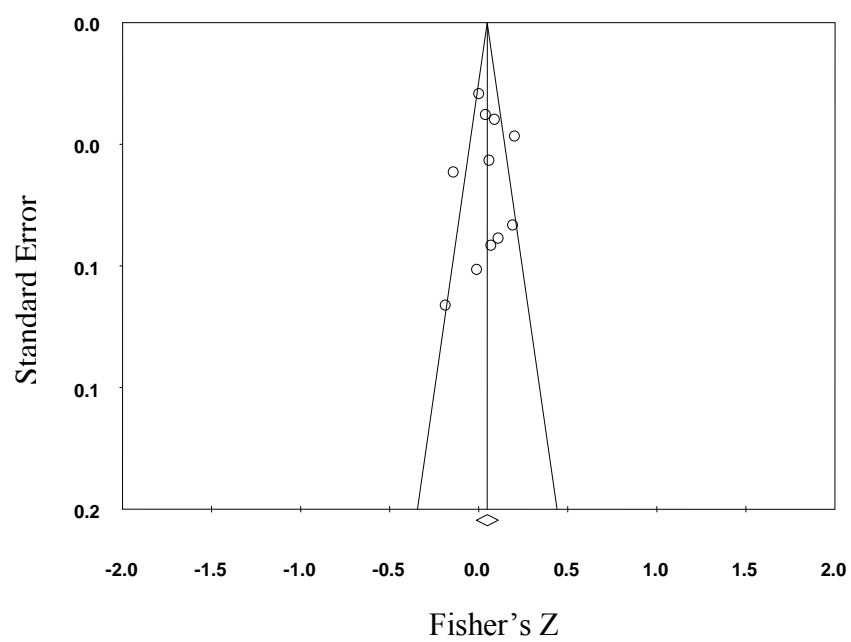
Another significant correlation that emerged was the correlation between the strength of the WRS/FIW relationship and the strength of the WRS/WIF relationship. The positive correlation ( $r = 0.635$ ) suggests that the levels of WIF and FIW will vary in the same direction depending on the respondents' work role salience. Knowing the association between a respondent's levels of work role salience and either direction of conflict will account for 40.4% of the variance in the association between work role salience and the other direction of conflict. This finding suggests that when there is a strong relationship between work role salience and work-family conflict for an individual, the relationship will be strong for both directions of work-family conflict. Conversely, when there is a weak relationship between work role salience and work-family conflict for an individual, the relationship will be weak for both directions of work-family conflict.

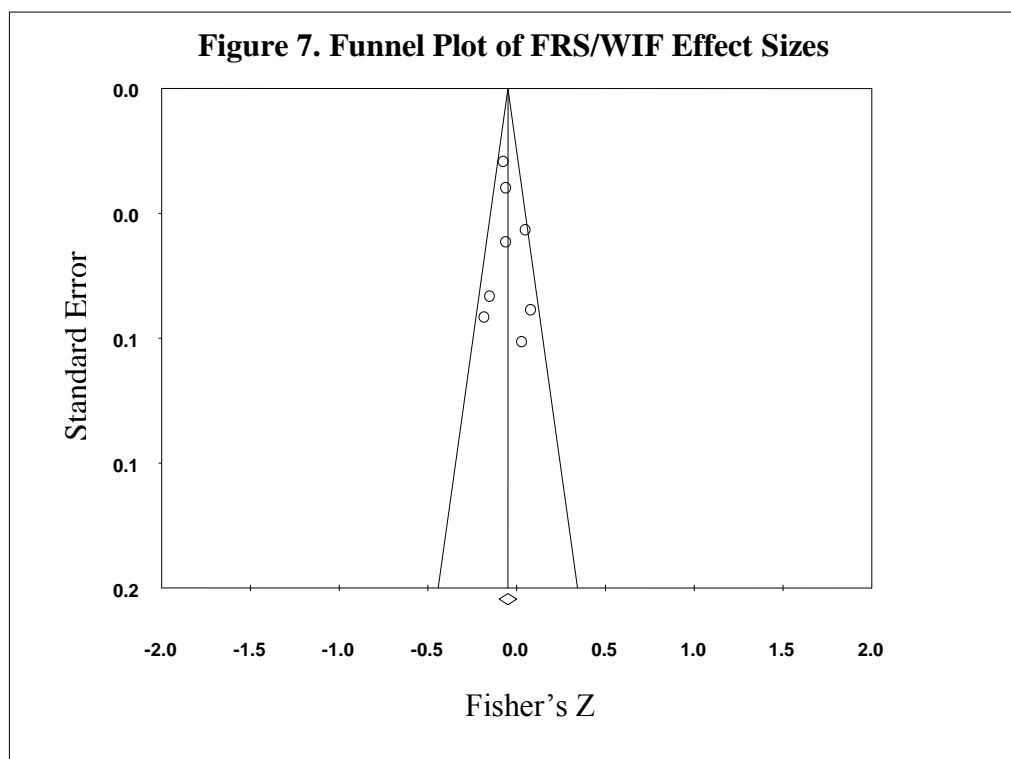
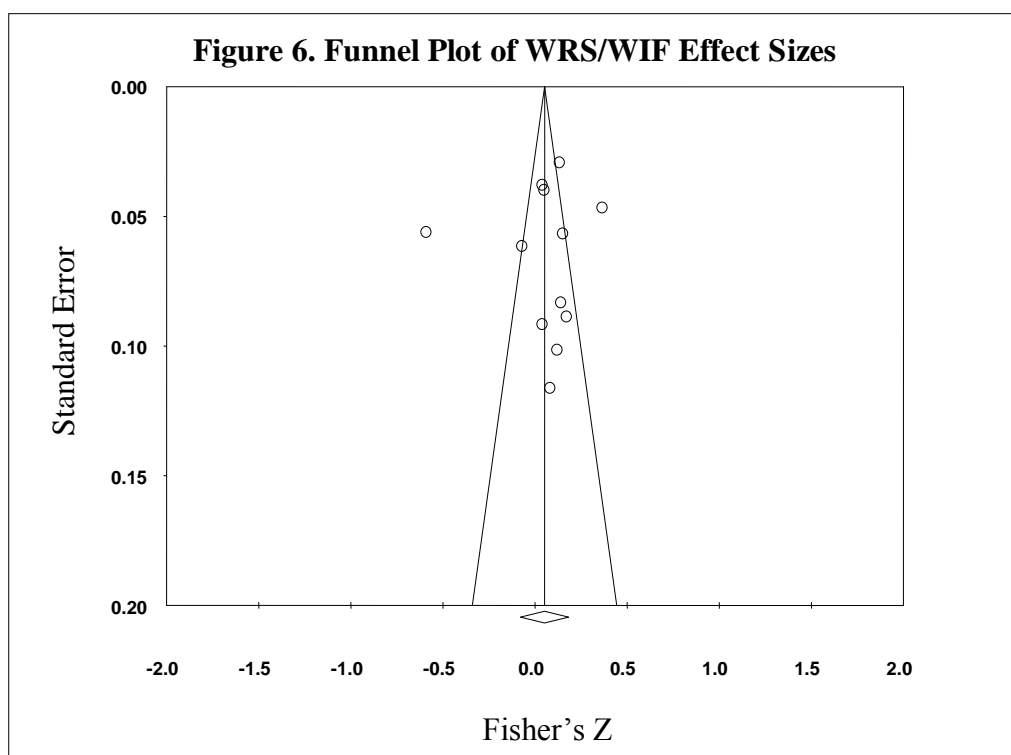
A similar finding was observed for the relationships between FRS/FIW and FRS/WIF. In this case, the significant correlation ( $r = 0.769$ ) suggests that knowing the association between family role salience and either direction of work-family conflict accounts for 59.2% of the variance in the association between family role salience and

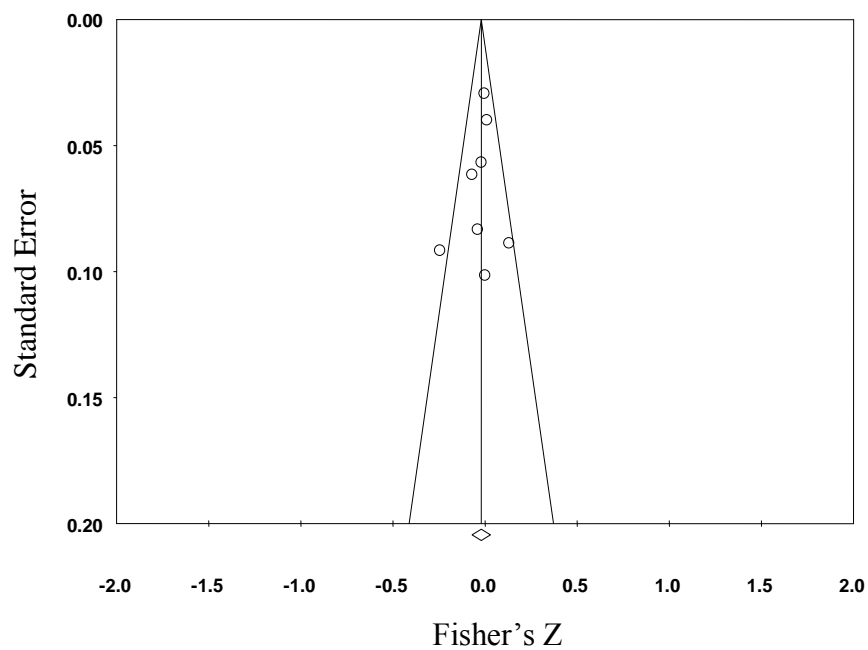
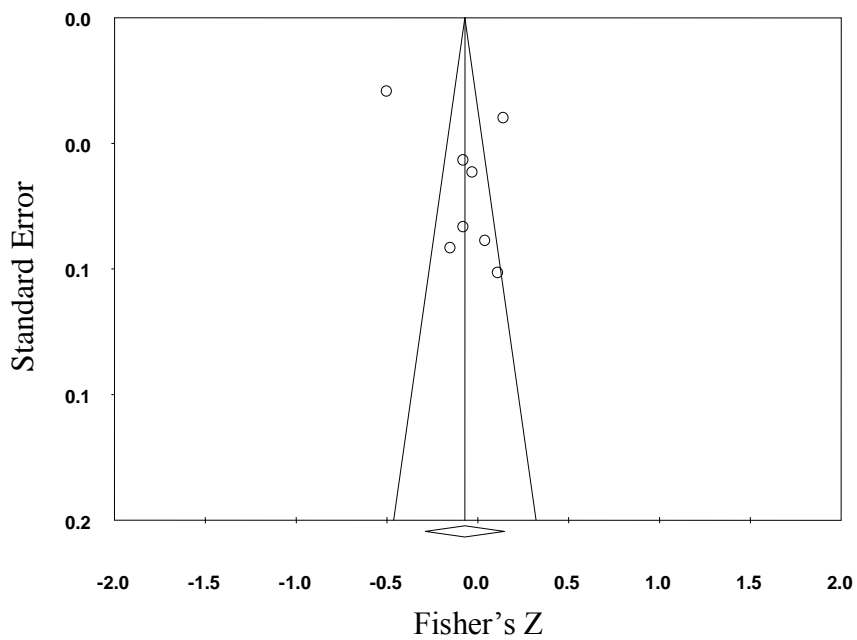
the other direction of work-family conflict. Just as was observed with work role salience, when family role salience is strongly associated with either direction of conflict, both directions will be strongly related to family role salience. When family role salience is weakly associated with work-family conflict, the association will be weak for both directions.

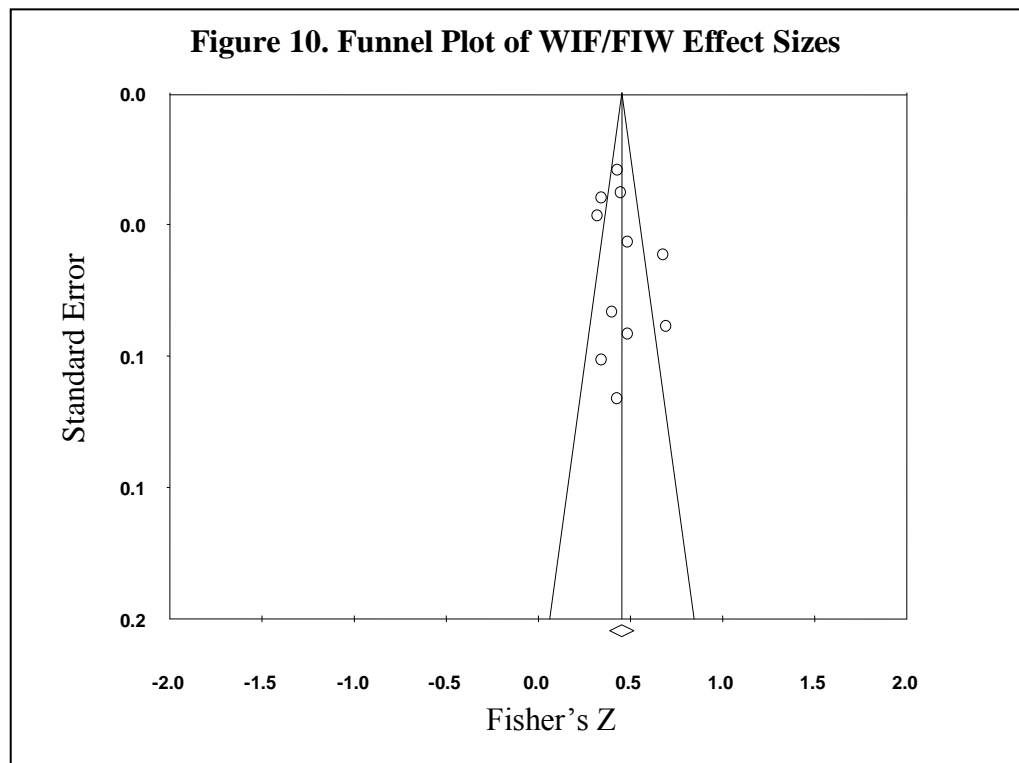
**Publication Bias.** To help assess the influence of publication bias on the results of this meta-analysis, fail-safe N values were calculated. The values are a representation of the number of missing studies that would be needed to nullify the summary effect. In the case of the significant findings in the random effects model, the number of missing null studies equals or exceeds the number of studies that have been included in the analysis – with the exception of FRS/WIF relationship. To nullify the significant WRS/WFC effect size, 17 additional studies with nil effects would have to be identified and included in this meta-analysis. This equates to about 2.4 additional effect sizes for each of the studies that have already been included. However, only 4 nil studies are needed to nullify the effect size that was calculated for the FRS/WIF relationship. In sharp contrast, the fail-safe N for the WIF/FIW relationship was 1933, indicating that the effect size is fairly robust. Indeed, the summary effect size ( $\rho = 0.425$ ) for the WIF/FIW relationship is consistent with previous meta-analytic findings (Mesmer-Magnus & Viswesvaran, 2005).

Funnel plots (Figures 4-10) were also constructed for the relationships where  $k \geq 3$ . In each of the funnel plots, the primary studies are clustered in the middle to top range of the funnel with no discernable pattern in the effect sizes.

**Figure 4. Funnel Plot of WRS/WFC Effect Sizes****Figure 5. Funnel Plot of WRS/FIW Effect Sizes**



**Figure 8. Funnel Plot of FRS/FIW Effect Sizes****Figure 9. Funnel Plot of WRS/FRS Effect Sizes**



## Discussion

Consistent with the hypotheses derived from Hobfoll's (1989) conservation of resources theory, the data supported the notion that work role salience is positively related to FIW. However, the data did not support the notion that family role salience is positively related to WIF. These results are an indication that when employees are high in work role salience they perceive that the alternate life domain (family) interferes with the more salient role (work). However, when employees are high in family role salience, they do not perceive that the alternate life domain (work) interferes with their more salient role (family). In fact, the data in the current study supported the notion that high family role salience is significantly, negatively related to WIF. Several



explanations could be offered for these non-parallel findings. For starters, individuals who are high in family role salience might have a strong family support system. Such a support system would increase the resources that an individual perceives to be available in the family domain. Consequently, an individual who is high in family role salience and has a strong family support system would be less likely to experience WIF as a result of resources being depleted by participation in the work role.

Work role salience and family role salience were not differentially related to the two directions of work-family conflict. Based on the data in the current study, there is no difference in magnitude or direction of the FRS/WIF and FRS/FIW correlations. Similarly, there is no difference in magnitude or direction of the WRS/WIF and WRS/FIW correlations. Based on the current data, work role salience is positively related to both directions of work-family conflict and family role salience is negatively related to both direction of work-family conflict. From a conservation of resources point-of-view, these findings indicate that family role salience does not threaten or deplete the resources needed to adequately participate in the work and family roles. However, work role salience appears to threaten and/or deplete the resources needed to adequately participate in the work and family roles.

Based on the results of the current study, family role salience is a key resource for individuals who are trying to successfully meet the demands of work and family roles. Family role salience was not significantly linked to general work-family conflict and was negatively associated with both directions of work-family conflict. Therefore, it would seem to behoove employees to invest in their familial roles and increase the

importance of the family roles in their life if work-family conflict is a concern or a current issue.

Organizations might also help employees to ease work-family conflict by establishing and promoting a work environment that encourages and supports an employee's choice to value and place high importance on family roles. On the other hand, employees who find that they are high in work role salience should be encouraged to take advantage of organizational interventions designed to ease work-family conflict. For instance, career development interventions for individuals who are high in work role salience might include counseling these employees towards a career path that includes work roles that are less likely to introduce work demands that will complement the employee's tendency for higher work-family conflict.

### **Limitations and Future Research**

The current study was based on a relatively low number of correlations from primary studies of role salience and work-family conflict. Estimations of between-studies variance are more difficult to accomplish when there are fewer primary studies. The issues with estimating between-studies variance may have implications for the reported confidence intervals for the random effects model. Additionally, with a low number of studies, fewer of the summary effect sizes were at an acceptable level of significance in the random effects model. Since researchers have infrequently focused specifically on the impact of individual differences (Eby, Casper, Lockwood, Bordeaux, & Brinley, 2005) such as life role salience, on work-family conflict, this limitation is difficult to overcome until more scholars investigate these direct relationships.

It is also important to note that work-family conflict and role salience are multi-dimensional variables. While, in the current study, directionality of work-family conflict is considered, no consideration is given to the types of conflict as posited by Greenhaus and Beutell (1985). Their commonly accepted conceptualization of the work-family conflict variables includes three types of conflict that can be perceived in both directions. The types of conflict include time-based, strain-based, and behavior-based. Time-based conflict refers to the role pressures that arise when one role monopolizes an individual's time, either physically or mentally, making it difficult to meet the expectations of the other role. Strain-based conflict results when strain (such as anxiety, tension, fatigue, or irritability) that originates in one role affects an individual's performance in the other role. Finally, behavior-based conflict may occur when individuals have difficulty making appropriate adjustments to the behaviors that are compatible with one role but, are not compatible with the other role. These three types of conflict have been empirically confirmed by researchers, including Carlson, Kacmar, and Williams (2000). Framed by the conservation of resources theory (Hobfoll, 1989), the hypotheses presented in the current study are consistent with time-based work-family conflict. In the future, scholars should consider the impact of life role salience on strain-based conflict and behavior-based conflict and delineate accordingly when reporting correlations between work-family conflict and life role salience.

In the future, researchers should also consider the multi-dimensionality of the life role salience variables. For starters, the primary studies considered in the current

data set used a single composite measure for family role salience, when family role salience can take on many forms due to the fact that people usually act in multiple familial roles. The most common familial roles of interest when considering the impact on work-family conflict are the spouse role and the parental role. In future studies, researchers should consider these roles separately when investigating their influence on work-family conflict.

Additionally, Super (1982) posited that role salience can be operationalized by considering the value expectations (degree of congruence with life values) of the role, an individual's commitment to a role, and their participation in the role. Accordingly, the very popular Life Role Salience Scales developed by Amatea et al. (1986) measures these three dimensions for each of the four life roles: parental, occupational, spousal, and homecare. Consequently, there is likely something to be learned from considering each of these three dimensions in addition to investigating spousal and parental roles separately.

Rachel Cinamon and various colleagues have begun some of the work of looking at individual dimensions of role salience and how they related to work-family conflict (Cinamon & Rich, 2002, 2005; Cinamon, Weisel, & Tzuk, 2007). Table 8 contains a summary of a series of three studies that were conducted by Cinamon and colleagues to investigate these relationships. The work of Cinamon and her colleagues is just a starting point for understanding how the various dimensions of life role salience and work-family conflict may be related to each other. However, the findings presented

herein support the notion that investigating the various dimensions may offer additional insight into the relationships of interest.

**Table 8. Effect Sizes for Role Salience Dimensions**

Relationship	k	n	Summary Effect Size (Fixed Effect Model)	95% CI Lower Limit	95% CI Upper Limit	p- value
Work Role Reward Value/WIF	3	520	0.100	-0.014	0.185	0.023
Work Role Commitment/WIF	3	520	0.121	0.035	0.205	0.006
Spouse Role Reward Value/WIF	3	520	-0.065	-0.151	0.022	0.141
Spouse Role Commitment/WIF	3	520	-0.036	-0.122	0.051	0.421
Parent Role Reward Value/WIF	3	520	-0.056	-0.142	0.031	0.206
Parent Role Commitment/WIF	3	520	-0.116	-0.200	-0.029	0.009
Work Role Reward Value/FIW	3	520	-0.053	-0.139	0.033	0.229
Work Role Commitment/FIW	3	520	-0.036	-0.122	0.051	0.419
Spouse Role Reward Value/FIW	3	520	-0.133	-0.217	-0.047	0.002
Spouse Role Commitment/FIW	3	520	-0.115	-0.199	-0.028	0.009
Parent Role Reward Value/FIW	3	520	-0.078	-0.163	0.009	0.079
Parent Role Commitment/FIW	3	520	-0.039	-0.125	0.048	0.382

In the future, researchers who investigate life role salience and work-family conflict should also consider less homogenous samples. The primary studies included in the current meta-analysis generally included Caucasian parents who were married. In future investigations, researchers might consider the influence of sex, race, or marital status on life role salience and relationships with work-family conflict. Age of

dependents and eldercare responsibilities may also contribute to interesting findings regarding these relationships. Furthermore, researchers might look to other individual differences that may impact how employees experience work-family conflict. Such individual differences might include further exploration into the influence of personality traits, coping styles, and propensity for role integration or role segmentation.

Ultimately, the results of the current study are not consistent with strong direct relationships between life role salience and work-family conflict. Different results may be found in investigations of alternate models of these two variables. For instance, life role salience may moderate relationships between work-family conflict and selected outcomes. Similarly, work-family conflict may mediate relationships between life role salience and specified outcomes. Additionally, examinations of relationships between various dimensions of work-family conflict and life role salience could potentially offer insight into more statistically interesting linkages. By gaining a better understanding of how individual differences influence work-family conflict, employees and employers will be better positioned to effectively intervene and mitigate the negative personal and organizational consequences of work-family conflict.

## **CHAPTER IV**

### **STEREOTYPE THREAT AS A MODERATOR**

Authors of recent reviews of the work-family conflict literature have highlighted two distinct voids. First, research on work-family conflict is primarily focused on the experiences of married, white, educated women in professional/managerial job positions (Casper, Eby, Lockwood, & Lambert, 2007; McDonald, Burton, & Chang, 2007). Noticeably less research has been conducted on samples composed of racial minorities, members of the working class, and single adults. A second void in the work-family conflict literature is the lack of investigations of individual differences as predictors of work-family conflict (Eby, Casper, Lockwood, Bordeaux, & Brinley, 2005). Instead, researchers have primarily focused on organizational characteristics, job characteristics, and family structure as predictors of work-family conflict. Eby et al. (2005) suggested that individual differences should be further explored as potential predictors of work-family conflict.

In the current study, these two neglected areas of work-family conflict were explored. The sample used in this study consisted of a disproportionately large number of participants who are members of racial minority groups. Additionally, within this study, work role salience and parental role salience were explored as individual differences that were potential predictors of work-family conflict. Furthermore, stereotype threat was considered as a potential moderator in these relationships.

## Research Questions

The current study was designed to explore specific research questions regarding the similarities and differences in how White and African-American workers report on family role salience, work role salience, work-family conflict, and working parent stereotype threat. Two additional research questions pertain to the investigation of the relationships between these variables. The research questions are included in Table 9.

**Table 9. Role Salience, Stereotype Threat, and WFC Research Questions**

RQ1	Do Black/African- American respondents and White respondents differ in their responses to the stereotype threat scales, the work role salience scales, the parental role salience scales, or the work-family conflict scales?
RQ2	Does stereotype threat moderate the relationship between work role salience and work-family conflict?
RQ3	Does stereotype threat moderate the relationship between parental role salience and work-family conflict?

## Theory and Hypotheses

**Role Salience.** *Role salience* has been used as “the inclusive term for the attitudinal, cognitive, and behavioral aspects of the relative prominence or importance of any [life] role” (Super, 1982, p. 96). Super (1980) posited that people play a variety of roles as they mature through their life-span. He specified nine major life roles that he believed could be used to describe most people during the course of a lifetime. In



approximate chronological order, these roles include: child, student, leisurite (a person engaged in leisure-time activities), citizen, worker, spouse, homemaker, parent, and pensioner. Super argued that the sequence and duration of the roles may vary. “The constellation of interacting, varying, roles constitutes the career” (Super, 1980, p. 284). The importance of these life roles will also fluctuate throughout a person’s life-span. As an outcome of the Work Importance Study (WIS), Super (1982) presented three basic components of role importance: commitment (conative component), participation (behavioral component), and knowledge (cognitive component). As a result, role salience is frequently operationalized in terms of these components.

Because both the work role and the family role provide individuals with a sense of identity and purpose (Hulin, 2002), these roles are of particular interest. In the current study, work role salience and parental role salience, specifically, were measured and examined as potential predictors of work-family conflict.

***Work-Family Conflict.*** Greenhaus and Beutell (1985, p. 77) defined work-family conflict as “a form of interrole conflict in which the role pressures from the work and family domains are mutually incompatible in some respect”. They posited that work-family conflict is a bi-directional variable in that the conflict can originate in either the work domain or the family domain. Stresses in the work domain may interfere with the family role. Similarly, stresses in the family domain may interfere with the family role. In the literature, directionality is often specified as either work interference with family (WIF) or family interference with work (FIW). Furthermore, Greenhaus and Beutell’s (1985) examination of related literature revealed three types of conflict: time-based

conflict, strain-based conflict, and behavior-based conflict. Time-based conflict refers to the role pressures that arise when one role monopolizes an individual's time, either physically or mentally, making it difficult to meet the expectations of the other role. Strain-based conflict results when strains (such as anxiety, tension, fatigue, or irritability) that originate in one role affect an individual's performance in the other role. Finally, behavior-based conflict may occur when individuals have difficulty making appropriate adjustments to the behaviors that are compatible with one role but, are not compatible with the other role. As a result of the bidirectional nature of work-family conflict and the three dimensions mentioned here, Greenhaus and Beutell (1985) ultimately proposed a six-factor conceptualization of work-family conflict as illustrated in Table 10.

**Table 10. Six Dimensions of Work-Family Conflict**

	<b>Time-based</b>	<b>Strain-based</b>	<b>Behavior-based</b>
<b>Work → Family</b>	Time-based WIF	Strain-based WIF	Behavior-based WIF
<b>Family → Work</b>	Time-based FIW	Strain-based FIW	Behavior-based FIW

Intuitively, role salience has the potential to influence time-based conflict and strain-based conflict in both directions. For instance, an individual who is high in work role salience is likely to spend more time and energy in the work role than the family role (Greenhaus & Beutell, 1985) and might, therefore, be susceptible to time-based and strain-based WIF. Similarly, an individual who is higher in family role salience is

expected to spend more time and energy in the family role than the work role (Greenhaus & Beutell, 1985), which could potentially contribute to time-based and/or strain-based FIW.

In addition to the bidirectional nature of work-family conflict, Carlson and Frone (2003) argued that the demands in the work or family domain that lead to work-family conflict can be classified as either externally generated demands or internally generated demands. Externally generated demands focus on those circumstances outside the individual that make it difficult to fulfill the demands of both work and family roles. Internally generated demands refer to psychological interference between one role and the other role.

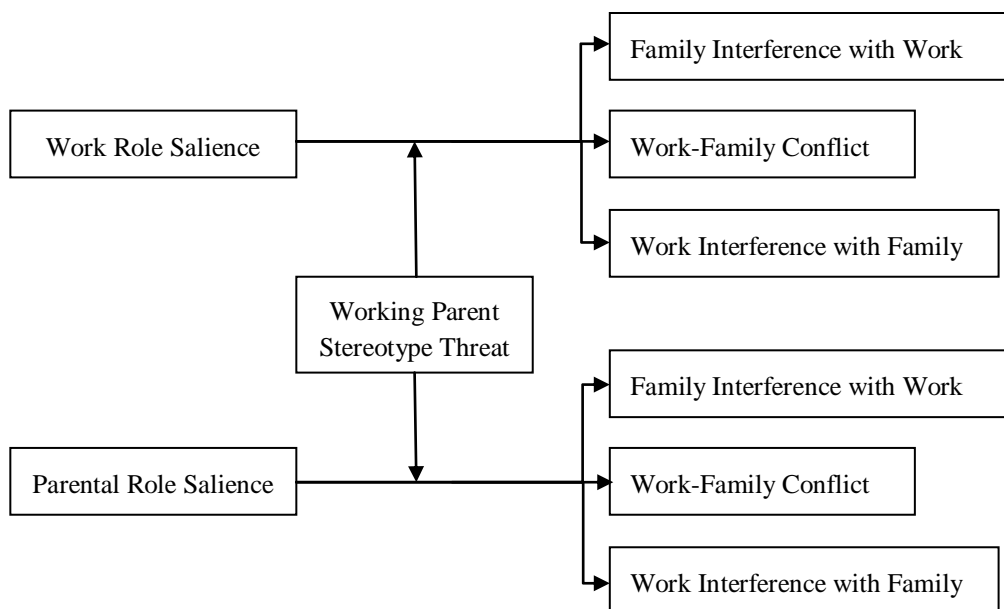
In the context of the current study, role salience was an example of an internally generated demand that may contribute to work-family conflict. In the next section, stereotype threat is introduced as a potential externally generated factor that influences the experiences of work-family conflict.

***Stereotype Threat.*** While there is no single agreed upon definition for stereotype threat (Shapiro & Neuberg, 2007), the current study was based on the conception that stereotype threat refers to the predicament that exists when individuals perceive that their behavior could be interpreted through the lens of negative stereotypes about one of their social groups. Stereotype threat is present when individuals feel vulnerable or pressured by the possibility of confirming or being judged by a negative stereotype (Smith, 2004). The stereotype threat literature is focused on how stereotype threat negatively influences performance, specifically academic performance of minority and female students. The

current study was an extension of stereotype threat into a new arena (the employing organization). Herein, previously unexplored correlates of stereotype threat (work role salience, parental role salience, and work-family conflict) were investigated.

In addition to reduced performance, stereotype threat tends to increase anxiety and trigger psychological stress (Carr & Steele, 2009). Because the negative effects of stereotype threat are most detrimental to individuals who place high value or are highly motivated to succeed in the stereotyped domain or role (Kit, Tuokko, & Mateer, 2008; Smith, 2004), my overall hypothesis was that stereotype threat, as it pertains to stereotypes of working parents, would moderate the relationship between role salience measures and work-family conflict (Figure 11).

**Figure 11. Hypothesized Moderation Effect of Working Parent Stereotype Threat on Relationships between Role Salience and Work-Family Conflict**



Specifically, I expected work role salience to have a stronger positive relationship with work-family conflict when employees perceive higher stereotype threat than when stereotype threat is lower. I also expected parental role salience to have a stronger positive relationship with work-family conflict when higher levels of stereotype threat are reported. Though two directions of work-family conflict (FIW and WIF) were measured in this study, differential relationships were not expected based on the direction of work-family conflict. Furthermore, I suspected these variables and associated relationships would differ between White respondents and Black respondents.

***Intersectionality Theory.*** Analyzing the data from White respondents and Black respondents separately was consistent with the tenets of Crenshaw's (1989) intersectionality theory. She argued that the Black woman's experience is different from the White woman's experience because of the combined effects of the Black woman's membership in two marginalized social groups – women and Blacks.

Indeed, historically, Black women have had different employment experiences than their White counterparts. Whereas female work patterns have historically included gaps in employment, throughout the 20<sup>th</sup> century women of color and lower economic status have consistently had a stronger presence in the paid labor force than their White counterparts (Rosenfeld, 1996). It would seem that since Black women have historically been involved in more paid labor than have White women, there would be some differences in how they perceive their work, how they negotiate their work and family roles, and how they react to perceptions of stereotype threat in the workplace.

The combination of differences in historical work patterns and Crenshaw's (1989) notion of intersectionality form a basis for expecting some differences in how Black respondents and White respondents negotiate their work and family roles. Essentially, it is not sufficient to analyze the multi-racial sample as a whole if true understanding of the lived experiences of Black women is desired. Accordingly, a separate analysis for the two groups was conducted.

## **Methods**

***Procedures and Participants.*** Recruitment for participants in the current study was primarily accomplished by inviting individuals who were affiliated with various professional organizations to complete an online survey. The recruitment effort was targeted toward employed women, although men were not excluded from the study. Contact information provided on various organizational websites were used to construct e-mail lists of women business owners, women engineers, black women faculty and staff in higher education, black lawyers, black human resources professionals, and employees of work-family research foundations. Respondents were motivated by their own interest in work-family issues and a desire to assist with the research effort.

In addition to emailing members of professional organizations, a snowball sampling method was utilized to recruit additional participants for the study. I contacted sixteen of my personal and professional contacts who were willing to respond to the survey and distribute to their own contacts. Each of my survey sponsors sent an email to prospective participants of their own choosing to invite them to participate in the study. In general, the emails were personalized by each survey sponsor, containing information

about how they knew me and that I was conducting the research as part of a dissertation project. Additionally, I sent the survey to a selection of my own Black/African-American acquaintances without asking them to pass the survey to others. On average, about 30% of the invitation using the mailing lists to organizations resulted in survey respondents; whereas, about 40% of those who were contacted using the snowball sampling method responded to the survey.

Completed surveys were received from 727 people. As indicated in Table 11, the sample was largely female (93.5%). The respondents' ages ranged from 21 years to 70 years, with an average age of 42 years. The sample was highly educated. Two hundred and eighty-seven (39.5%) of the respondents had earned a Bachelor's degree. An additional 233 (32.0%) respondents held a Master's degree and 120 (16.5%) more respondents had completed a doctoral degree.

The vast majority (96.0%) of the respondents were employed at the time of responding to the survey. The employed respondents primarily (82.5%) occupied full-time, salaried positions. They were also well compensated for their work with 46.5% of the respondents earning more than \$80,000 annually. An additional 19.4% of the respondents reported an annual salary between \$60,000 and \$80,000 followed by 16.9% of the sample reporting an annual salary between \$40,000 and \$60,000. As many of the respondents were entrepreneurs, 22.6% of the sample did not have an immediate supervisor. However, 28.7% of the respondents reported directly to a female supervisor, while 44.1% of them reported to a male supervisor.

Most of the respondents (68.2%) were married. Of those who were married, 427 (86.4%) of them were in dual-income relationships. Four hundred and seventy-one (64.8%) of the respondents were parents. Two hundred and thirty-three (49.5%) of the parents reported having two children, while 28.0% had one child and 16.3% reported having three children. Most (75.1%) of the parents had children living in the home with them.

**Table 11. Demographic Variables for Moderation Study - Frequencies and Percentages**

<b>Which of the following choices best describes your current employment status?</b>				
	Frequency	Percent	Valid Percent	Cumulative Percent
<b>I am currently employed</b>	698	96.0	96.0	96.0
<b>I am currently unemployed and seeking employment</b>	13	1.8	1.8	97.8
<b>I am currently unemployed and NOT seeking employment</b>	16	2.2	2.2	100.0
<b>Are you male or female?</b>				
	Frequency	Percent	Valid Percent	Cumulative Percent
<b>Male</b>	47	6.5	6.5	6.5
<b>Female</b>	680	93.5	93.5	100.0
<b>How old are you? (in years)</b>				
	Frequency	Percent	Valid Percent	Cumulative Percent
<b>21</b>	1	0.1	0.1	0.1
<b>22</b>	1	0.1	0.1	0.3
<b>23</b>	2	0.3	0.3	0.6
<b>24</b>	6	0.8	0.8	1.4
<b>25</b>	12	1.7	1.7	3.1
<b>26</b>	18	2.5	2.5	5.6
<b>27</b>	15	2.1	2.1	7.6
<b>28</b>	18	2.5	2.5	10.1
<b>29</b>	23	3.2	3.2	13.3



**Table 11 Continued**

<b>How old are you? (in years)</b>				
	Frequency	Percent	Valid Percent	Cumulative Percent
30	25	3.4	3.5	16.8
31	34	4.7	4.7	21.5
32	32	4.4	4.4	26.0
33	22	3.0	3.1	29.0
34	21	2.9	2.9	31.9
35	16	2.2	2.2	34.2
36	24	3.3	3.3	37.5
37	19	2.6	2.6	40.1
38	15	2.1	2.1	42.2
39	26	3.6	3.6	45.8
40	13	1.8	1.8	47.6
41	32	4.4	4.4	52.1
42	14	1.9	1.9	54.0
43	21	2.9	2.9	56.9
44	23	3.2	3.2	60.1
45	11	1.5	1.5	61.7
46	20	2.8	2.8	64.4
47	17	2.3	2.4	66.8
48	10	1.4	1.4	68.2
49	15	2.1	2.1	70.3
50	14	1.9	1.9	72.2
51	17	2.3	2.4	74.6
52	25	3.4	3.5	78.1
53	17	2.3	2.4	80.4
54	21	2.9	2.9	83.3
55	18	2.5	2.5	85.8
56	18	2.5	2.5	88.3
57	11	1.5	1.5	89.9
58	11	1.5	1.5	91.4
59	9	1.2	1.3	92.6
60	9	1.2	1.3	93.9
61	11	1.5	1.5	95.4
62	9	1.2	1.3	96.7
63	6	0.8	0.8	97.5
64	4	0.6	0.6	98.1
65	5	0.7	0.7	98.8
66	1	0.1	0.1	98.9

**Table 11 Continued****How old are you? (in years)**

	Frequency	Percent	Valid Percent	Cumulative Percent
<b>68</b>	3	0.4	0.4	99.3
<b>69</b>	1	0.1	0.1	99.4
<b>70</b>	4	0.6	0.6	100.0
<b>No response</b>	7	1.0		

**Which of the following choices best describes your race?**

	Frequency	Percent	Valid Percent	Cumulative Percent
<b>White</b>	482	66.3	66.5	66.5
<b>Black or African-American</b>	162	22.3	22.3	88.8
<b>Mexican</b>	18	2.5	2.5	91.3
<b>Puerto Rican</b>	10	1.4	1.4	92.7
<b>Chinese</b>	8	1.1	1.1	93.8
<b>Japanese</b>	2	0.3	0.3	94.1
<b>Korean</b>	6	0.8	0.8	94.9
<b>Vietnamese</b>	4	0.6	0.6	95.4
<b>Other:</b>	33	4.5	4.6	100.0
<b>No response</b>	2	0.3		

**What is the highest level of education that you have completed?**

	Frequency	Percent	Valid Percent	Cumulative Percent
<b>Doctoral Degree</b>	120	16.5	16.6	16.6
<b>Master's Degree</b>	233	32.0	32.3	49.0
<b>Bachelor's Degree</b>	287	39.5	39.8	88.8
<b>Associate's Degree</b>	24	3.3	3.3	92.1
<b>High School Diploma or GED</b>	30	4.1	4.2	96.3
<b>Other:</b>	27	3.7	3.7	100.0
<b>No response</b>	6	0.8		

**Do you have children?**

	Frequency	Percent	Valid Percent	Cumulative Percent
<b>Yes</b>	471	64.8	64.8	64.8
<b>No</b>	256	35.2	35.2	100.0

**Table 11 Continued****Which of the following choices best describes your current relationship status?**

	Frequency	Percent	Valid Percent	Cumulative Percent
<b>Single</b>	81	11.1	11.2	11.2
<b>In a dating relationship</b>	75	10.3	10.4	21.5
<b>Engaged to be married</b>	15	2.1	2.1	23.6
<b>Married</b>	494	68.0	68.2	91.9
<b>Separated</b>	9	1.2	1.2	93.1
<b>Divorced</b>	40	5.5	5.5	98.6
<b>Widowed</b>	10	1.4	1.4	100.0
<b>No Response</b>	3	0.4		

**Which of the following choices best describes your spouse's current employment status? (Married Respondents Only)**

	Frequency	Percent	Valid Percent	Cumulative Percent
<b>My spouse is currently employed</b>	427	58.7	86.4	86.4
<b>My spouse is currently unemployed and seeking employment</b>	21	2.9	4.3	90.7
<b>My spouse is currently unemployed and NOT seeking employment</b>	46	6.3	9.3	100.0

**Which of the following options best describes the industry that you work in?**

	Frequency	Percent	Valid Percent	Cumulative Percent
<b>Accounting and Auditing Services</b>	19	2.6	2.7	2.7
<b>Advertising and PR Services</b>	17	2.3	2.4	5.2
<b>Aerospace and Defense</b>	24	3.3	3.4	8.6
<b>Architectural Design and Engineering Services</b>	19	2.6	2.7	11.3
<b>Automotive Sales and Repair Services</b>	3	0.4	0.4	11.7
<b>Banking and Financial Services</b>	15	2.1	2.1	13.9
<b>Biotechnology/Pharmaceuticals</b>	11	1.5	1.6	15.5
<b>Broadcasting, Music, and Film</b>	1	0.1	0.1	15.6
<b>Chemicals/Petrochemicals</b>	15	2.1	2.1	17.8
<b>Construction</b>	12	1.7	1.7	19.5
<b>Education</b>	116	16.0	16.6	36.1
<b>Energy and Utilities</b>	45	6.2	6.4	42.6
<b>Food and Beverage Production</b>	2	0.3	0.3	42.8
<b>Government and Military</b>	29	4.0	4.2	47.0
<b>Healthcare Services</b>	30	4.1	4.3	51.3
<b>Information Technology</b>	56	7.7	8.0	59.3

**Table 11 Continued****Which of the following options best describes the industry that you work in?**

	Frequency	Percent	Valid Percent	Cumulative Percent
<b>Insurance</b>	11	1.5	1.6	60.9
<b>Legal Services</b>	40	5.5	5.7	66.6
<b>Management Consulting Services</b>	35	4.8	5.0	71.6
<b>Manufacturing</b>	29	4.0	4.2	75.8
<b>Metals and Minerals</b>	2	0.3	0.3	76.1
<b>Nonprofit Charitable Organizations</b>	41	5.6	5.9	81.9
<b>Performing and Fine Arts</b>	3	0.4	0.4	82.4

**Which of the following options best describes the industry that you work in?**

	Frequency	Percent	Valid Percent	Cumulative Percent
<b>Personal and Household Services</b>	4	0.6	0.6	83.0
<b>Printing and Publishing</b>	3	0.4	0.4	83.4
<b>Real Estate/Property Management</b>	2	0.3	0.3	83.7
<b>Restaurant/Food Services</b>	3	0.4	0.4	84.1
<b>Retail</b>	2	0.3	0.3	84.4
<b>Security and Surveillance</b>	1	0.1	0.1	84.5
<b>Staffing/Employment Agencies</b>	5	0.7	0.7	85.2
<b>Telecommunications and Internet Services</b>	2	0.3	0.3	85.5
<b>Hotels/Lodging, Travel, Transportation, and Tourism</b>	4	0.6	0.6	86.1
<b>Other:</b>	97	13.3	13.9	100.0
<b>No response</b>	29	4.0		

**Which of the following options is the best category in which to group your job?**

	Frequency	Percent	Valid Percent	Cumulative Percent
<b>Administrative/Clerical</b>	22	3.0	3.2	3.2
<b>Accounting</b>	17	2.3	2.4	5.6
<b>Customer Service/Client Care</b>	11	1.5	1.6	7.2
<b>Design</b>	7	1.0	1.0	8.2
<b>Engineering</b>	98	13.5	14.1	22.3
<b>Executive</b>	49	6.7	7.1	29.4
<b>Human Resources</b>	30	4.1	4.3	33.7
<b>Information Technology</b>	21	2.9	3.0	36.7
<b>Marketing</b>	17	2.3	2.4	39.1
<b>Management</b>	92	12.7	13.2	52.4

**Table 11 Continued****Which of the following options is the best category in which to group your job?**

	Frequency	Percent	Valid Percent	Cumulative Percent
<b>Manufacturing/Production</b>	2	0.3	0.3	52.7
<b>Professional</b>	153	21.0	22.0	74.7
<b>Project Management</b>	56	7.7	8.1	82.7
<b>Recruitment</b>	6	0.8	0.9	83.6
<b>Sales</b>	21	2.9	3.0	86.6
<b>Supply Chain</b>	8	1.1	1.2	87.8
<b>Training</b>	12	1.7	1.7	89.5
<b>Other</b>	73	10.0	10.5	100.0
<b>No Response</b>	32	4.4		

**How is your current job classified?**

	Frequency	Percent	Valid Percent	Cumulative Percent
<b>Full-time, salaried</b>	600	82.5	87.2	87.2
<b>Full-time, hourly pay</b>	42	5.8	6.1	93.3
<b>Part-time, salaried</b>	27	3.7	3.9	97.2
<b>Part-time, hourly pay</b>	19	2.6	2.8	100.0
<b>No Response</b>	39	5.4		

**Which of the following best describes your current annual income?**

	Frequency	Percent	Valid Percent	Cumulative Percent
<b>Less than \$20,000/year</b>	20	2.8	2.9	2.9
<b>Between \$20,000/year and \$40,000/year</b>	60	8.3	8.8	11.7
<b>Between \$40,000/year and \$60,000/year</b>	123	16.9	18.0	29.8
<b>Between \$60,000/year and \$80,000/year</b>	141	19.4	20.7	50.4
<b>Between \$80,000/year and \$100,000/year</b>	131	18.0	19.2	69.6
<b>Greater than \$100,000/year</b>	207	28.5	30.4	100.0
<b>No Response</b>	45	6.2		

**Is your immediate supervisor male or female?**

	Frequency	Percent	Valid Percent	Cumulative Percent
<b>Male</b>	323	44.4	46.4	46.4
<b>Female</b>	209	28.7	30.0	76.4
<b>Not Applicable</b>	164	22.6	23.6	100.0
<b>No Response</b>	31	4.3		

Table 11 Continued

How many children do you have? (Parents Only)				
	Frequency	Percent	Valid Percent	Cumulative Percent
0	1	0.1	0.2	0.2
1	132	18.2	28.0	28.2
2	233	32.0	49.5	77.7
3	77	10.6	16.3	94.1
4	17	2.3	3.6	97.7
5	7	1.0	1.5	99.2
6	3	0.4	0.6	99.8
7	1	0.1	0.2	100.0
How many of your children live in the home with you? (Parents Only)				
	Frequency	Percent	Valid Percent	Cumulative Percent
0	117	16.1	24.9	24.9
1	159	21.9	33.9	58.8
2	153	21.0	32.6	91.5
3	33	4.5	7.0	98.5
4	6	0.8	1.3	99.8
5	1	0.1	0.2	100.0

**Measures.** The self-reported measures in this study included existing scales that have been previously validated for parental role salience, work role salience, and work-family conflict. Each scale was measured using a Likert-type attitude scale format with five response choices: (1) strongly disagree, (2) disagree, (3) neither agree or disagree, (4) agree, and (5) strongly agree. Survey respondents were also asked to self-report on the demographic variables, including sex, age, race, marital status, education level, and occupational characteristics.

**Work Role Salience.** Ten items from the Life Role Salience Scales (Amatea et al, 1986) were used to assess work role salience. The work role salience scale consists of

two subscales. Five of the items are intended to measure work role value, defined as the extent to which an individual agrees that the work role “is an important means for self-definition and/or personal satisfaction” (Amatea et al., 1986, p. 832). The additional five items provide an assessment for work role commitment, which reflects the individual’s “willingness to commit personal resources to assure success in the [work] role or to develop the [work] role” (Amatea et al., 1986, p. 832).

**Parental Role Salience.** Parental role salience was also measured using the items offered in the Life Role Salience Scales (Amatea et al., 1986). Similar to the work role salience scales, parental role salience was measured using 10 items that comprise the parental role value and parental role commitment subscales.

**Work-Family Conflict.** Two directions of work-family conflict were measured using survey items from Netemeyer, Boles, and McMurrian (1996). Netemeyer et al. (1996) developed scales to assess both directions of work-family conflict with an intentional focus on time-based and strain-based conflict. The ten item scale includes five items designed to assess WIF and five items to evaluate FIW. Put together, the ten items offer a measure of overall work-family conflict. A sample item from the WIF is “Things I want to do at home do not get done because of the demands my job puts on me.” A sample item from the FIW subscale is “My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime.”

**Stereotype Threat.** Stereotype threat was evaluated using twelve items that were developed for this study. Previous assessments of stereotype threat involved

manipulation of experimental conditions rather than quantitative scales for measurement. The items developed for the current study were based on six stereotypes that may apply to working parents. Only those respondents who indicated that they were working parents were presented these items in the electronic survey. The items were intended to measure the extent to which working parents perceived that their managers and co-workers held specific stereotypes about the respondent's status as a working parent. Accordingly, six items were devoted to perceived stereotypes held by managers and the same six items to assess perceived stereotypes held by co-workers. The items were based on the perceptions that employed parents are less committed to their work, more absent from work, preoccupied with their family life, less productive, and less dependable employees because of their status as working parents. Higher scores on the scales were an indication that the respondent perceived that their manager or coworkers agreed with the targeted stereotype. Sample items from these scales include "My manager expects me to have more absences from work because I have children" and "My co-worker(s) expects me to be preoccupied with my family life even when I am at work because I have children."

## **Results**

***Correlations.*** The inter-correlations among the study variables and Cronbach alpha values are reported in Table 12 and Table 13. Age was negatively associated with parental role commitment ( $r = -0.076$ ,  $p < 0.05$ ), such that the older respondents were less committed to the parental role. Age was positively associated with work role salience in



**Table 12. Correlations of Demographics Variables with Role Salience, Stereotype Threat, and Work-Family Conflict Variables**

	Gender <sup>b</sup>	Age (in years)	Education Level	Parental Status <sup>b</sup>	Annual Income	Supervisor Gender <sup>b</sup>	Number of Children
Work Role Value	-0.022	.049	.113**	-0.138	.014	-0.080	.023
Work Role Commitment	-0.032	.169**	.134**	-0.035	.097*	-0.088	.034
Work Role Salience	-0.022	.124**	.139**	-0.094	.059	-0.092	.034
Parental Role Value	0.002	-.017	-.122**	0.543***	.094*	0.035	.104*
Parental Role Commitment	-0.039	-.076*	-.124**	0.476***	.048	0.069	.059
Parental Role Salience	-0.019	-.052	-.132**	0.548***	.080*	0.050	.099*
Work Interference with Family	0.042	-.015	.011	0.037	.147**	0.018	.042
Family Interference with Work	-0.014	-.045	.080*	0.083	.029	-0.009	.009
Work-Family Conflict	0.022	-.031	.046	0.067	.122**	0.009	.034
Working Parent Stereotype Threat - Coworkers	0.013	-.080	.029	a	-.097*	-0.031	-.046
Working Parent Stereotype Threat - Manager	0.044	.005	.003	a	-.030	-0.040	.039

\*  $p < 0.05$

\*\*  $p < 0.01$

\*\*\*exceeds  $r_{pb}$  benchmark value: |0.20|

<sup>a</sup> All respondents to the working parent stereotype threat items were parents.

<sup>b</sup> Point-biserial correlation coefficients ( $r_{pb}$ ) are reported for dichotomous variables.

**Table 13. Means, Standard Deviations, Scale Reliabilities, and Correlations Among Role Salience, Stereotype Threat, and Work-Family Conflict Variables**

	Mean	SD	1	2	3	4	5	6	7	8	9	10	11
1. Work Role Value	18.84	3.55	(0.753)										
2. Work Role Commitment	16.89	3.81	.630**	(0.765)									
3. Work Role Salience	35.71	6.66	.896**	.910**	(0.844)								
4. Parental Role Value	20.56	4.69	-.082*	-.082*	-.089*	(0.859)							
5. Parental Role Commitment	20.33	4.34	-.141**	-.076*	-.119**	.738**	(0.809)						
6. Parental Role Salience	40.95	8.43	-.120**	-.082*	-.109**	.937**	.927**	(0.899)					
7. Work Interference with Family	13.25	5.53	-.007	-.043	-.033	.025	-.032	.007	(0.912)				
8. Family Interference with Work	9.29	4.40	-.053	-.143**	-.108**	.067	-.006	0.038	.411**	(0.884)			
9. Work-Family Conflict	22.51	8.35	-.035	-.102**	-.079*	.050	-.024	.024	.878**	.797**	(0.889)		
10. Working Parent Stereotype Threat - Coworkers	9.32	4.87	-.008	-.098*	-.061	-.043	-.169**	-.134**	.157**	.380**	.305**	(0.945)	
11. Working Parent Stereotype Threat - Manager	9.99	5.26	-.068	-.068	-.080	-.048	-.138**	-.107*	.197**	.331**	.303**	.738**	(0.943)

Note: Cronbach alpha values on the diagonal in parentheses.

\*  $p < 0.05$ ; \*\*  $p < 0.01$

that as the age of the respondents increased so did their reported commitment to their work role ( $r = 0.169$ ,  $p < 0.01$ ) and overall work role salience ( $r = 0.124$ ,  $p < 0.01$ ). Not surprisingly, being a parent was associated with placing a higher reward value on the parental role ( $r_{pb} = 0.543$ ), being more committed to the parental role ( $r_{pb} = 0.476$ ), and higher parental role salience ( $r_{pb} = 0.548$ ).

Individuals who had more education tended to report higher work role value ( $r = 0.113$ ,  $p < 0.01$ ), be more committed to their work role ( $r = 0.134$ ;  $p < 0.01$ ), and reported higher work role salience ( $r = 0.139$ ;  $p < 0.01$ ). On the other hand, education level was negatively associated with parental role value ( $r = -0.122$ ,  $p < 0.01$ ), parental role commitment ( $r = -0.124$ ,  $p < 0.01$ ), and parental role salience ( $r = -0.132$ ,  $p < 0.01$ ). Higher education levels were also related to higher role conflict in which the family role interferes with the work role ( $r = 0.80$ ,  $p < 0.05$ ).

Individuals who earned a higher income reported greater levels of WIF ( $r = 0.147$ ,  $p < 0.01$ ) and overall work-family conflict ( $r = 0.122$ ,  $p < 0.01$ ). Annual income was also positively associated with work role commitment ( $r = 0.097$ ,  $p < 0.05$ ), parental role value ( $r = 0.094$ ,  $p < 0.05$ ), and parental role salience ( $r = 0.080$ ,  $p < 0.05$ ). When individuals were under the threat of negative stereotypes from their managers, they reported higher levels of WIF ( $r = 0.197$ ,  $p < 0.01$ ), FIW ( $r = 0.331$ ,  $p < 0.01$ ), and work-family conflict ( $r = 0.303$ ,  $p < 0.01$ ). Likewise, perceived stereotype threat from coworkers was associated with higher WIF ( $r = 0.157$ ,  $p < 0.01$ ), FIW ( $r = 0.380$ ,  $p < 0.01$ ), and work-family conflict ( $r = 0.305$ ,  $p < 0.01$ ).

***Response Group Differences.*** Survey respondents were identified through several different avenues. MANOVA tests were used to determine if the seven response groups with more than 30 respondents differed in the dependent variables that were measured in this study. Each of these seven groups consisted of survey respondents who were identified through their affiliation with a professional organization. The 523 respondents that were associated with these organizations comprised 72% of the total sample for the current study. Three of the groups of respondents obtained through the snowball sampling method contained more than 30 respondents. Two of my contacts had chosen to expose the survey to a large number of coworkers in a global public health research and development firm and a business management consulting firm. A third contact had access to a database of women who were employed in the energy industry to which the survey was distributed.

The MANOVA was run using eleven dependent variables: work role value, work role commitment, work role salience, parental role value, parental role commitment, parental role salience, WIF, FIW, WFC, stereotype threat from coworkers, and stereotype threat from managers. The results of the MANOVA included a Wilks' Lambda value (0.614) that was associated with a significant  $F(2.679, p < 0.01)$ , indicating that there was a difference in the vector of means among the response groups. Table 14 is a summary of the between subjects effects based on the subsequent univariate ANOVAs. A post hoc analysis was conducted using Tukey's Honestly Significant Difference (HSD) test to better understand where the differences among the response groups were. The significant differences that emerged from the post hoc

**Table 14. Between Subjects Effects for Seven Largest Response Sets**

Dependent Variable	Type III Sum of Squares	df	Mean Square	F	p	Partial Eta Squared	Noncent. Parameter	Observed Power
Work Role Value	373.079	6	62.180	5.454	.000	.113	32.723	.996
Work Role Commitment	626.582	6	104.430	8.213	.000	.161	49.277	1.000
Work Role Salience	1829.928	6	304.988	8.019	.000	.158	48.117	1.000
Parental Role Value	86.875	6	14.479	2.009	.065	.045	12.051	.728
Parental Role Commitment	29.483	6	4.914	.640	.698	.015	3.838	.253
Parental Role Salience	142.065	6	23.677	1.170	.323	.027	7.018	.458
WIF	553.073	6	92.179	3.334	.004	.072	20.006	.934
FIW	232.920	6	38.820	1.853	.089	.041	11.119	.686
WFC	1442.563	6	240.427	3.523	.002	.076	21.140	.948
Working Parent Stereotype Threat - Coworkers	148.518	6	24.753	.937	.469	.021	5.620	.369
Working Parent Stereotype Threat - Managers	418.625	6	69.771	2.452	.025	.054	14.713	.824

analysis were in the three work role salience variables, parental role value, and the work-family conflict variables. The groups did not differ on reports of stereotype threat.

The results of the Tukey's tests are presented in Table 15. The largest group of respondents in this study consisted of female business owners from across the United States. These 171 women were higher in all three measures of work role salience than the members of a women's interest group in a business management consulting firm in the southwest region of the United States. The female business owners were also higher than the employees of a global public health research and development organization in both work role commitment and work role salience.

The second largest group of respondents in the current study contained 134 female engineers from across the United States. The engineers reported higher work role commitment than the employees of the aforementioned public health research and development organization. Similarly, employees of various work-family research foundations and institutes reported higher work role commitment and overall work role salience than the employees of the public health research and development organization.

In terms of parental role salience, there were no significant differences among the response groups for parental role commitment and parental role salience. However, the employees of the business management consulting firm reported higher parental role value than the group of black women who were employed in higher education.

Another sub-group consisted of women who were employed in the Energy sector in various companies across the southern United States. These 31 women seemed to

**Table 15. Means for Response Groups in Homogeneous Subsets**

**Work Role Commitment**

Response Group	Subset		
	1	2	3
Public Health R&D Organization	13.913		
Business Management Consultants	14.6552	14.6552	
Female Engineers	16.0435	16.0435	16.0435
Work and Family Research Advocates		17.2333	17.2333
Black Women in Higher Education		17.2778	17.2778
Women in Energy Industry			17.5556
Female Business Owners			18.41

The error term is Mean Square(Error) = 12.716.

**Parental Role Commitment**

Response Group	Subset
	1
Work and Family Research Advocates	20.9333
Female Engineers	21.5
Public Health R&D Organization	21.5652
Women in Energy Industry	21.6667
Female Business Owners	21.89
Business Management Consultants	21.9655
Black Women in Higher Education	22.1667

The error term is Mean Square(Error) = 7.682.

**Work Role Salience**

Response Group	Subset		
	1	2	3
Public Health R&D Organization	30.7826		
Business Management Consultants	31.3103	31.3103	
Female Engineers	34.1087	34.1087	34.1087
Black Women in Higher Education	34.6667	34.6667	34.6667
Women in Energy Industry		35.7222	35.7222
Work and Family Research Advocates			37.2
Female Business Owners			37.99

The error term is Mean Square(Error) = 38.031.

**Parental Role Salience**

Response Group	Subset
	1
Work and Family Research Advocates	42.5
Black Women in Higher Education	43.1667
Public Health R&D Organization	44
Female Engineers	44.2391
Female Business Owners	44.45
Women in Energy Industry	44.6667
Business Management Consultants	45.1379

The error term is Mean Square(Error) = 20.243.

**Table 15 Continued**

**Work Role Value**

Response Group	Subset	
	1	2
Business Management Consultants	16.6552	
Public Health R&D Organization	16.8696	
Black Women in Higher Education	17.3889	17.3889
Female Engineers	18.0652	18.0652
Women in Energy Industry	18.1667	18.1667
Female Business Owners		19.58
Work and Family Research Advocates		19.9667

The error term is Mean Square(Error) = 11.401.

**Family Interference with Work**

Response Group	Subset	
	1	2
Black Women in Higher Education	8.3333	
Public Health R&D Organization	8.7391	8.7391
Female Engineers	8.9348	8.9348
Female Business Owners	10.01	10.01
Work and Family Research Advocates	10.1	10.1
Business Management Consultants	10.5517	10.5517
Women in Energy Industry		12.2778

The error term is Mean Square(Error) = 20.948.

**Parental Role Value**

Response Group	Subset	
	1	2
Black Women in Higher Education	21	
Work and Family Research Advocates	21.5667	21.5667
Public Health R&D Organization	22.4348	22.4348
Female Business Owners	22.56	22.56
Female Engineers	22.7391	22.7391
Women in Energy Industry	23	23
Business Management Consultants		23.1724

The error term is Mean Square(Error) = 7.209.

**Work Interference with Family**

Response Group	Subset	
	1	2
Black Women in Higher Education	11.8889	
Public Health R&D Organization	11.9565	
Female Engineers	12.913	12.913
Work and Family Research Advocates	13.5	13.5
Female Business Owners	13.77	13.77
Business Management Consultants		16.2414
Women in Energy Industry		17.1111

The error term is Mean Square(Error) = 27.645.



**Table 15 Continued**

**Work-Family Conflict**

Response Group	Subset	
	1	2
Black Women in Higher Education	20.2222	
Public Health R&D Organization	20.6957	
Female Engineers	21.8478	
Work and Family Research Advocates	23.6	23.6
Female Business Owners	23.78	23.78
Business Management Consultants	26.7931	26.7931
Women in Energy Industry		29.3889

The error term is Mean Square(Error) = 68.239.

**Stereotype Threat from Managers**

Response Group	Subset
	1
Black Women in Higher Education	8.8333
Business Management Consultants	8.8621
Public Health R&D Organization	9.3478
Work and Family Research Advocates	9.5
Female Engineers	9.5435
Female Business Owners	11.5
Women in Energy Industry	12.7778

The error term is Mean Square(Error) = 28.452.

**Stereotype Threat from Coworkers**

Response Group	Subset
	1
Black Women in Higher Education	8.0556
Business Management Consultants	8.9655
Work and Family Research Advocates	9.2667
Female Engineers	9.587
Public Health R&D Organization	9.8696
Female Business Owners	9.9
Women in Energy Industry	11.7222

The error term is Mean Square(Error) = 26.429.

differ from the other response group in terms of their work-family conflict. They reported higher work-family conflict than the female engineers, the employees of the public health research and development organization, and the group of black women who were employed in higher education. They also reported higher FIW than the black women in higher education. Furthermore, the women in the energy industry and the employees of the business management consulting firm reported higher WIF than the black women in higher education and the employees of the public health research and development organization.

***Racial Differences.*** MANOVA was used to determine whether responses to the survey items differed according to the respondents' race. Eleven variables were considered in this analysis: work role value, work role commitment, work role salience, parental role value, parental role commitment, parental role salience, WIF, FIW, WFC, working parent stereotype threat from managers, and working parent stereotype threat from coworkers. Three hundred and eighty-two respondents completed all of the items in the scales represented by the dependent variables in the MANOVA. The self-reported racial breakdown of these respondents is as follows: 258 (67.5%) White, 87 (22.8%) Black/African-American, 7 (1.8%) Mexican, 4 (1.0%) Puerto Rican, 4 (1.0%) Chinese, 2 (0.5%) Japanese, 1 (0.25%) Korean, and 3 (0.79%) Vietnamese and 16 (4.2%) respondents identified themselves in the "Other" category. The MANOVA was affected using the data provided by the 345 respondents who identified themselves as either White or Black/African-American. The F value (1.757) associated with the

Wilks' Lambda value (0.955) was significant, indicating that there was a difference in the vector of means for the two race groups.

The differences in the vector of means were in the work-family conflict and stereotype threat variables. The White respondents reported significantly higher work interference with family, family interference with work, and overall work-family conflict than their Black/African-American counterparts in this study. As shown in Table 16, the partial eta squared value was 0.022 for work interference with family, 0.013 for family interference with work, and 0.024 for overall work-family conflict. These values were an indication that race accounted for only 1-2% of the variance in the work-family conflict variables. According to the observed power values, the probability of committing a Type II error was 20.6% for work interference with family, 42.8% for family interference with work, and 17% for work-family conflict.

The White respondents also reported higher levels of perceived stereotype threat from their coworkers and from their managers than did the Black/African-American respondents. As with the work-family conflict variables, the partial eta squared values for stereotype threat from coworkers (0.014) and managers (0.022) were small, indicating that race only accounted for 1-2% of the variance in the stereotype threat variables. Based on the observed power, the probability of committing a Type II error was 41.3% for stereotype threat from coworkers and 20.5% for stereotype threat from managers.

There were no significant differences between racial groups for the work role salience variables and the parental role salience variables. Although there were

**Table 16. Means and Between Subjects Effects for White and Black/African-American Respondents**

	Total (N = 345)	White (N = 258)	Black/African- American (N = 87)	Type III Sum of Squares	df	Mean Square	F	p	Partial Eta Squared	Observed Power
<b>Work Role Value</b>	18.34	18.27	18.57	6.143	1	6.143	0.459	0.498	0.001	0.104
<b>Work Role Commitment</b>	16.86	16.72	17.28	20.035	1	20.035	1.368	0.243	0.004	0.215
<b>Work Role Salience</b>	35.21	34.99	35.85	48.366	1	48.366	1.051	0.306	0.003	0.176
<b>Parental Role Value</b>	22.54	22.61	22.34	4.524	1	4.524	0.661	0.417	0.002	0.128
<b>Parental Role Commitment</b>	21.83	21.74	22.13	9.896	1	9.896	1.373	0.242	0.004	0.215
<b>Parental Role Salience</b>	44.38	44.35	44.47	1.038	1	1.038	0.054	0.817	0.000	0.056
<b>Work Interference with Family</b>	13.23	13.70	11.83	227.533	1	227.533	7.770	0.006	0.022	0.794
<b>Family Interference with Work</b>	9.50	9.81	8.61	93.221	1	93.221	4.608	0.033	0.013	0.572
<b>Work-Family Conflict</b>	22.73	23.50	20.44	612.032	1	612.032	8.541	0.004	0.024	0.830
<b>Working Parent Stereotype Threat – Coworkers</b>	9.22	9.55	8.23	114.115	1	114.115	4.782	0.029	0.014	0.587
<b>Working Parent Stereotype Threat – Managers</b>	9.74	10.18	8.44	198.200	1	198.200	7.796	0.006	0.022	0.795

significant differences between White respondents and Black/African-American respondents in the work-family conflict and the stereotype threat variables, race did not appear to be a good predictor of any of the dependent variables in the current study.

***Role Salience, Stereotype Threat, and Work-Family Conflict.*** Multiple regressions were used to assess the contributions of role salience and stereotype threat to the three dimensions of work-family conflict. Specifically, main effects and interaction terms between the role salience and stereotype threats were examined to investigate the potential moderating effects of the stereotype threat variables. None of the interaction terms were significant contributors to work interference with family. However, as shown in Table 17, some of the interactions terms were significant predictors of family interference with work.

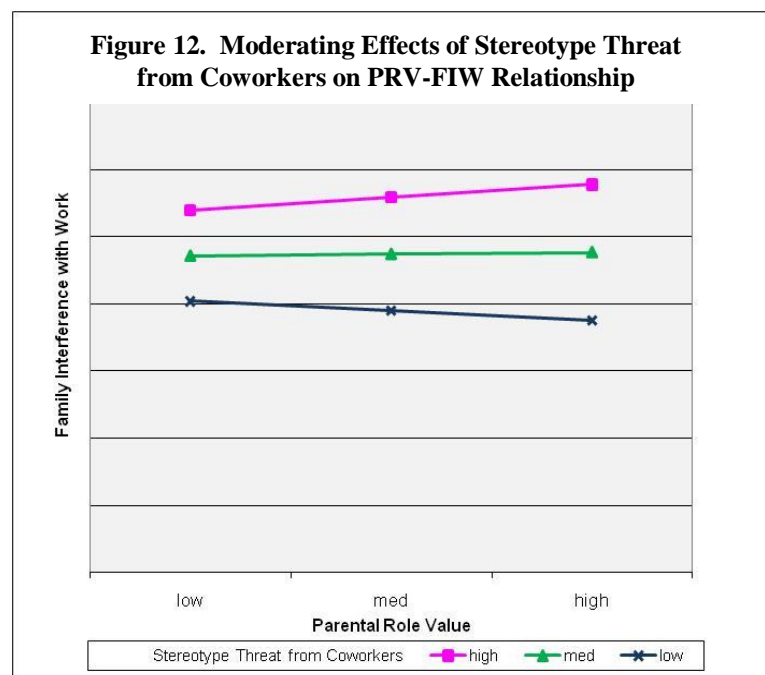
**Table 17. Regression Analyses for Role Salience and Stereotype Threat Interactions**

Dependent Variable	Moderating Variable	Main Effect	Coefficient $\beta$ for Interaction Term	$\alpha$
FIW	WPST – Coworkers	PRV	0.621	$p \leq 0.10$
FIW	WPST – Coworkers	PRC	0.706	$p \leq 0.05$
FIW	WPST – Coworkers	PRS	1.041	$p \leq 0.05$
FIW	WPST – Managers	PRV	0.589	N.S.
FIW	WPST – Managers	PRC	0.584	$p \leq 0.10$
FIW	WPST – Managers	PRS	0.733	$p \leq 0.10$

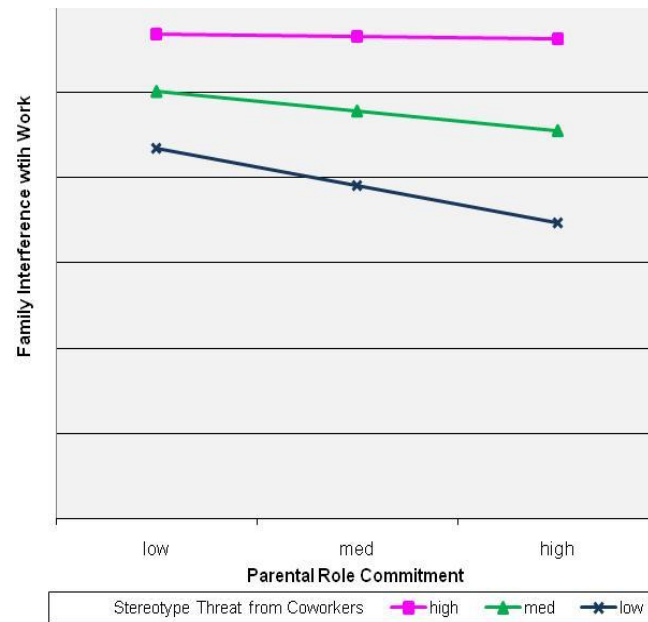
The sub-sample that provided the data for testing the moderation effects of stereotype threat from coworkers was comprised of working parents only due to the nature of the survey items used to measure these two constructs. Across this sub-

sample, the parental role salience variables were negatively related to family interference with work. The parents who were higher in the parental role value, parental role commitment, and parental role salience reported lower family interference with work. Ultimately, parents benefitted from being high in the parental role salience variables. However, when parents were under high stereotype threat from coworkers, these benefits were reversed. In fact, when stereotype threat is high, FIW actually increased with higher parental role value, parental role commitment, and parental role salience.

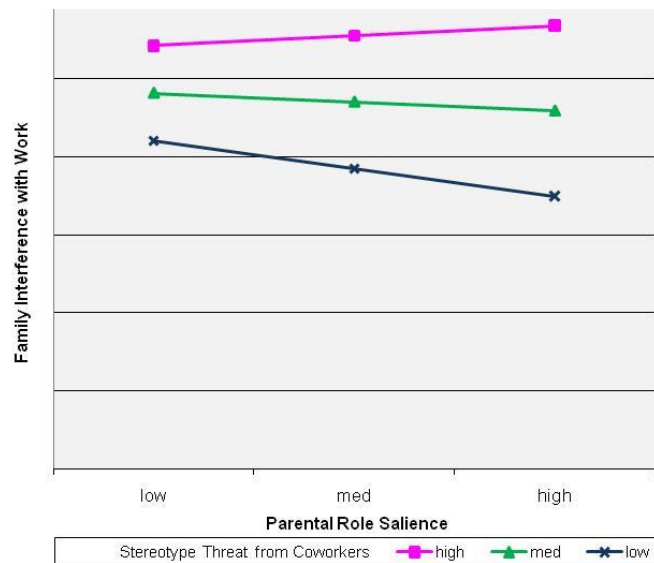
Figures 12, 13, and 14 are depictions of the moderating effects of stereotype threat from coworkers on the relationships between measures of parent role salience and FIW. Consistent with Aiken and West (1991), the mean was used as the medium value of stereotype threat, one standard deviation above the mean was the high value, and one standard deviation below the mean was the low value.



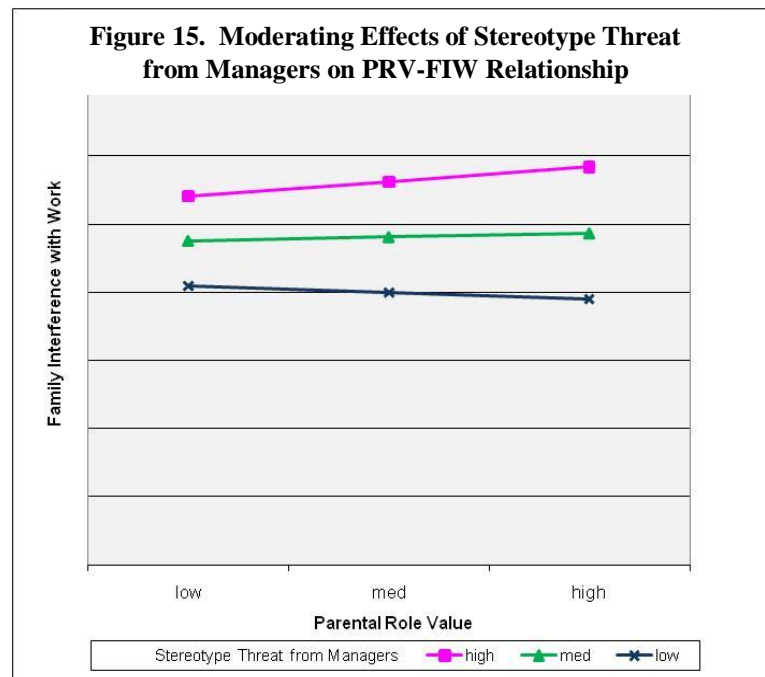
**Figure 13. Moderating Effects of Stereotype Threat from Coworkers on PRC-FIW Relationship**



**Figure 14. Moderating Effects of Stereotype Threat from Coworkers on PRS-FIW Relationship**

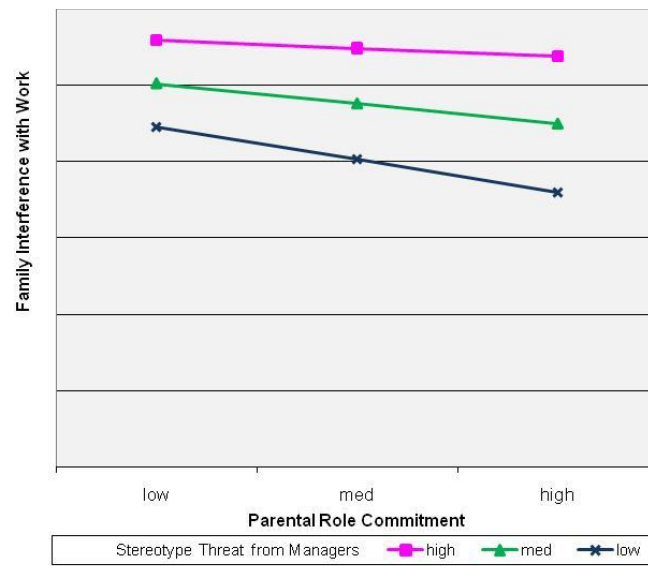


Stereotype threat from managers had similar moderating effects to those of stereotype threat from coworkers. Parents who were under conditions of high stereotype threat did not reap the benefits of decreased FIW when they were high in the parental role salience variables. Figures 15, 16, and 17 are illustrations of the moderating influence of stereotype threat from managers on the relationships between the parental role salience variables and family interference with work.

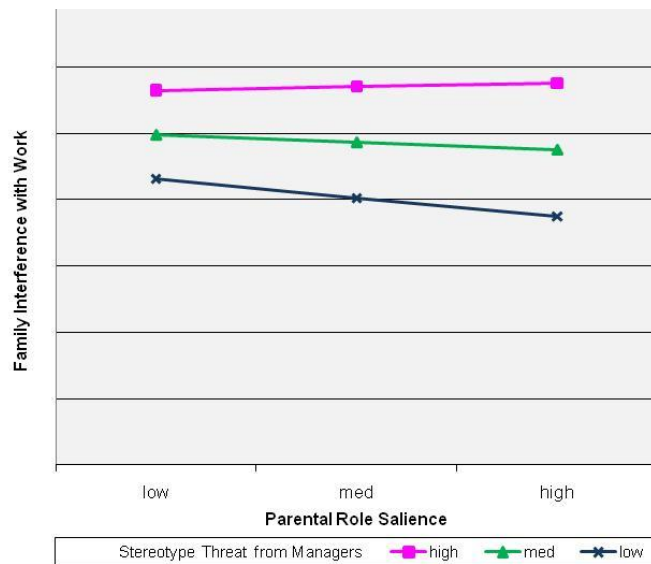




**Figure 16. Moderating Effects of Stereotype Threat from Managers on PRC-FIW Relationship**



**Figure 17. Moderating Effects of Stereotype Threat from Managers on PRS-FIW Relationship**



The moderating impacts of stereotype threat on the relationships between the role salience variables and family interference with work were not consistent across the racial groups. In the sub-sample consisting of the White respondents, the interaction terms were significant for all combinations of the parental role salience variables (PRV, PRC, and PRV) and the stereotype threat scales (WPST-Coworkers and WPST-Managers), which was not the case for the Black/African-American respondents. For the Black/African-American respondents, relationships between role salience and work-family conflict variables were not affected by stereotype threat from either their managers or their coworkers.

### **Discussion and Implications**

There were two primary goals of this study. First, I sought to determine the effects of stereotype threat on the linkages between role salience variables and work-family conflict. I expected work role salience to have a stronger positive relationship with work-family conflict when employees perceived higher stereotype threat than when stereotype threat was lower. I also expected parental role salience to have a stronger positive relationship with work-family conflict when higher levels of stereotype threat are reported. When examining the relationships for WIF, stereotype threat did not significantly moderate any of the relationships of interest. Similarly, stereotype threat did not moderate any of the role salience linkages with WFC. However, several significant moderation effects were discovered for FIW. This is likely related to the fact that the items used to measure stereotype threat, herein, reflect the notion that family interferes with work.

According to the regression analysis results, working parent stereotype threat as perceived from managers and co-workers was a significant moderator of the family role salience and FIW relationships. When stereotype threat was high, parents were under the threat of being judged by their coworkers or managers according to stereotypes that are associated with parents whose family interferes with their work. Possibly, these parents were more likely to perceive that their family role was interfering with their work role. As a consequence, those who were higher in family role salience actually experienced more FIW under stereotype threat than the respondents who were lower in family role salience. Whereas high family role salience typically helped to ease FIW, stereotype threat from coworkers and managers actually reversed this effect, increasing FIW as parental role salience increased. These results were consistent with my original hypothesis.

Relationships between work-role salience and work-family conflict variables were not moderated by stereotype threat as measured in the current study. It is possible that different measures used for stereotype threat may be more appropriate to assessing relationships between work role salience and work-family conflict variables than were the items presented herein.

The second goal of this study was to address the general lack of racial diversity in the work-family conflict literature and determine if future separate investigations are warranted for Black subjects and White subjects. According to the data, White respondents and Black/African-American respondents differed in their reports of the work-family conflict variables and perceived stereotype threat from coworkers and

managers. White respondents were significantly higher in work interference with family, family interference with work, work-family conflict, stereotype threat from coworkers, and stereotype threat from managers.

Further analysis of the interactions among the variables in the current study revealed that the interactions were not uniform across the racial boundaries. The White respondents were more sensitive to the effects of stereotype threat from coworkers and managers interacting with the family role salience variables. Under high working parent stereotype threat, the White respondents did not reap the benefits of reduced FIW when they were high in parental role value, parental role commitment, and parental role salience.

These results were an indication that the effects of stereotype threat on work-family conflict in the White respondents were contingent on their levels of parental role value, parental role commitment, and parental role salience. In contrast, the work-family conflict variables for the Black/African-American respondents were not influenced by interactions between stereotype threat from coworkers/managers and the parental role salience variables.

The differences in the work-family conflict variables between White and Black/African-American respondents were consistent with the notion that Blacks/African-Americans and Whites may experience work-family conflict differently. The White participants in this study perceived more work-family conflict than the Black/African-American participants. As such, these findings limit the generalizability of previous findings in work-family research. Consequently, more research is warranted

to determine if these differences in work-family conflict are replicable. If these results are successfully replicated, then additional inquiries should explore explanations through factors that contribute to the differences in work-family conflict between Whites and Blacks/African-Americans.

When compared to Whites, the Blacks/African-Americans in the current study were also not under the same level of stereotype threat for their status as working parents. This finding was consistent with Crenshaw's (1989) theory of intersectionality as the employment experience was perceived differently by the two racial groups. Possibly, Blacks/African-Americans felt that any differential treatment in the workplace was due to their status as a racial minority rather than a working parent. It is also plausible that the Blacks/African-Americans have devised successful strategies for mitigating the effects of stereotype threat on their own well-being.

To help combat the negative effects of stereotype threat, it may be helpful for employees to engage in social networks within the organization that may be targeted towards working parents or focused on the achievement of a favorable work-life balance. Mentoring activities could also play a role in helping to buffer the effects of working parent stereotype threat. Neilson, Carlson, and Lankau (2001) argued that mentoring relationships can help men and women combat work-family conflict especially when the mentor knows that the protégé is struggling with work-family conflict.

It is also important to educate managers and coworkers to make them aware of the negative stereotypes of working parents. Quite possibly, the same strategies that have been used to develop and deliver effective diversity training in organizations can be

leveraged to educate employees about the consequences and repercussions of harboring and perpetuating stereotypes associated with parental employees.

In the future, researchers might also consider the direct relationships between stereotype threat and work-family conflict. The current study established that working parent stereotype threat, as operationalized herein, was significantly, strongly, and positively correlated with work-family conflict. In future investigations, research efforts should be devoted to understanding the mechanism by which these constructs are related. Though focused primarily on academic performance, the stereotype threat literature may contain plausible explanations that apply to the work-family conflict case.

Drawing from stereotype threat theory, researchers (e.g. Schmader, Johns, & Forbes, 2008) have hypothesized that stereotype threat may affect performance because individuals devote energy and other resources to monitoring their performance, emotions, and behavior to ensure that they do not confirm the negative stereotypes. This mechanism may be applicable to work-family conflict. As employees focus on not exemplifying the stereotypes, they began to devote too many of their finite resources such that they feel that they are giving too much to one role without having enough resources to devote to the second role, which results in work-family conflict.

Another mechanism by which stereotype threat is thought to weaken performance is through anxiety (Kit, Tuokko, & Mateer, 2008). As applied to work-family conflict, employees may become anxious as they work to avoid conforming to working parent stereotypes. This anxiety may unsettle the employee's preferred level of work-family balance.

Because this was the first reported study to consider stereotype threat as a contributor to work-family conflict, it will also be important for researchers to replicate the findings in this study. Ultimately, confirming and understanding the relationships between stereotype threat and work-family conflict will help organizations to more effectively address work-family conflict among their employees. Based on the findings from the current study, attacking stereotypes of working parents may aid in addressing work-family conflict in working parents, especially for those who are high in parental role salience.

## **CHAPTER V**

### **SUMMARY OF THEORETICAL AND PRACTICAL IMPLICATIONS**

My research endeavors have been primarily focused on how individuals who are engaged in paid employment negotiate their job responsibilities in conjunction with their non-work responsibilities, especially family demands. According to identity theory (Stryker, 1968), individuals attach salience to their roles so that the multiple role identities are organized into a hierarchical structure. Role salience has been used as “the inclusive term for the attitudinal, cognitive, and behavioral aspects of the relative prominence or importance of any [life] role” (Super, 1982, p. 96). The role expectations of those roles that are most salient or highest in the hierarchical structure will be most likely to dictate the behavioral choices that an individual makes in a given situation (Stryker, 1968). Essentially, individuals will choose to spend more time in the more salient role (Greenhaus & Beutell, 1985), possibly leading to work-family conflict, “a form of interrole conflict in which the role pressures from the work and family domains are mutually incompatible in some respect” (Greenhaus & Beutell, 1985, p. 77).

Recently, I set out to investigate the relationships between measures of role salience and work-family conflict. I accomplished this through three separate projects. First, I conducted a systematic review of the role salience literature to determine where researchers have focused their efforts in investigating role salience and to identify theoretical foundations that might support linkages between role salience and work-family conflict. Second, I focused on empirical articles that have been used to measure role salience and work-family conflict. I used meta-analytic techniques and the data



from the existing research to estimate the degree of linear relationship between role salience and work-family conflict. Finally, I conducted an empirical study based on quantitative survey data to determine the contributions of stereotype threat to the role salience and work-family conflict relationships.

In the current chapter, I briefly described my methods and findings of the aforementioned studies. Furthermore, I presented the theoretical and practical implications of my findings and offered suggestions for continued research in role salience, stereotype threat, and work-family conflict.

### **Theoretical Framework**

Much of the role salience literature is rooted in Super's life-span, life-space theory. Super (1980) posited that people play a variety of roles as they mature through their life-span. He specified nine major life roles that he believed could be used to describe most people during the course of a lifetime. In approximate chronological order, these roles include: child, student, leisurite (a person engaged in leisure-time activities), citizen, worker, spouse, homemaker, parent, and pensioner. The current studies were focused on the worker, spouse, and parent roles. Super argued that the sequence and duration of the roles may vary among individuals. "The constellation of interacting, varying, roles constitutes the career" (Super, 1980, p. 284). He also suggested that the importance of these life roles will fluctuate throughout a person's life-span.

Super (1980) recognized three plausible hypotheses regarding the interaction(s) between multiple roles occupied by a singular individual. One hypothesis was the

possibility that “playing several differing roles might be associated with greater satisfaction than is playing several similar roles, the balancing of one kind of activity with another (e. g., sedentary with physical) being good mental health” (p. 287).

However, Super (1980) further noted that little empirical support had been found for this hypothesis as previous studies had determined that in their leisure time, men who were most satisfied engaged in activities that were similar to their work activities.

A second hypothesis regarding the interactions between multiple roles was the notion that as the number of simultaneous roles increases, individuals experience a more rich and satisfying lifestyle, increasing the likelihood of engaging in later roles successfully and with satisfaction. This hypothesis appears to be gaining momentum as a recent stream of research has emerged in which scholars are investigating variables such as work-family facilitation, work-family enrichment, and work-family enhancement (for instance, Carlson, Kacmar, Wayne, & Grzywacz, 2006; Greenhaus & Powell, 2006; Wayne, Randel, & Stevens, 2006).

A final hypothesis was the potential that simultaneously engaging in multiple life roles results in role conflict, a condition by which an individual’s participation in one role makes participation in another role more difficult. Role conflict between the occupational and familial roles, or work-family conflict, is a very common example of role conflict in both scholarly literature and popular press. The dominating model of work-family conflict was conceptualized by Greenhaus and Beutell (1985). According to their bi-directional model, stresses in the work domain may interfere with the family role. Similarly, stresses in the family domain may interfere with the work role. In the

literature, directionality of work-family conflict is often specified as either work interference with family (WIF) or family interference with work (FIW). WIF results when there is negative spillover from work into the family domain. FIW is characterized by negative spillover from the family into the work domain.

Several researchers have produced results that point to the distinctiveness of the two directions of work-family conflict. Such cases have been made by factor analyzing work-family conflict scales and detecting differences in the antecedents and consequences of the two directions of work-family conflict. For instance, in a meta-analysis of 60 studies, Byron (2005) confirmed that FIW and WIF have unique antecedents. Her results, therefore, offer support for differentiating between the two directions of work-family conflict. As expected, work-related antecedents were more strongly related to WIF than to FIW; and nonwork-related antecedents were more strongly related to FIW than to WIF. Furthermore, several scale validation efforts (e. g., Frone, Russell, & Cooper, 1992; Gutek, Searle, & Klepa, 1991; Netemeyer, Boles, & McMurriam, 1996) have confirmed the two factors using statistically-appropriate procedures. These scales are believed to produce reliable measures of both directions of work-family conflict and are used widely throughout the literature.

The overlap and distinctiveness of the two directions of work-family conflict have been meta-analytically investigated (Mesmer-Magnus & Viswesvaran, 2005). Across 25 independent samples, Mesmer-Magnus and Viswesvaran (2005) found that the sample size weighted mean observed correlation between measures of WIF and FIW was 0.38. After correcting for unreliability in the two measures, the correlation was

0.48. They also found that FIW did not add incremental variance beyond WIF in the relations with job stressors. Similarly, WIF did not add incremental variance beyond FIW in the relations with non-work stressors. While there is some overlap between WIF and FIW, Mesmer-Magnus and Viswesvaran (2005) concluded that a reciprocal relationship does not exist between the two dimensions. Furthermore, WIF and FIW represent sufficient unique variance so that researchers should continue to independently examine both directions of work-family conflict.

Ultimately, individuals may experience work-family conflict differently based on which domain the conflict originates in. Based on theoretical models and related empirical research, individuals who fall prey to job stressors will likely experience work interference with family. In a similar vein, individuals with high stressors in the family domain may experience role conflict as FIW; though evidence shows that the work-to-family domain border is more permeable than the family-to-work domain border (Byron, 2005). The distinction between the two dimensions becomes important when organizations and individuals seek to reduce the levels of work-family conflict. WIF should be reduced when interventions target job stressors. FIW should be reduced when interventions target nonwork-stressors. However, the directionality of conflict is less important when considering consequences. Job satisfaction, life satisfaction, and health were negatively related to WIF and FIW; while organizational withdrawal had similar positive relationships with WIF and FIW (Mesmer-Magnus & Viswesvaran, 2005).

Of the nine life roles as specified by Super (1980), work role salience (WRS) and a composite measure of family role salience (FRS) were investigated in the meta-

analysis as direct correlates with both directions of work-family conflict. Similarly, both directions of work-family conflict were considered along with work role salience and parental role salience in the stereotype threat moderation study.

### **Systematic Literature Review**

**Methods.** A systematic literature review was conducted to identify existing research concerning role salience. Articles to be included in the literature review were identified using one keyword: *role salience*. The inclusion criteria consisted of peer-reviewed publication that reported on empirical studies using quantitative data.

I first sought peer-reviewed publications in the four journals that are currently published by the Academy of Human Resource Development (AHRD): *Advances in Developing Human Resources*, *Human Resource Development International*, *Human Resource Development Quarterly*, and *Human Resource Development Review*. Though 12 articles were returned in this search, 3 of these articles were classified as literature reviews and 6 of them were conceptual models and theory-related papers. Ultimately, only 3 articles from the AHRD journals met the inclusion criteria for this literature review.

Second, I searched the PsycINFO database [PsycINFO 1872-current (CSA)]. This database search yielded 145 results. About 35% (51) of the resulting items were classified as dissertations and 10 of them were book chapters and/or essays. There were 84 peer-reviewed journal articles. However, upon closer inspection, two of the articles were duplicated in the database; so that, there were 82 peer-reviewed journal articles found in the PsycINFO database. Of these 82 articles, three of them were qualitative

studies, five of them were literature reviews, and seven of them were conceptual articles. Ultimately, 67 of articles that were found in the PsycINFO database search met the inclusion criteria for this literature review.

The third and final search that I conducted was of the EBSCOhost Academic Search Complete database. The search for *role salience* in this database resulted in 33 articles, all from peer-reviewed journals. However, 23 of the articles were duplicates from the PsycINFO database search. The remaining 10 articles represented quantitative studies of human subjects and, therefore, met the inclusion criteria.

Overall, the three searches resulted in a total of 80 articles in this review of literature. Nine of these 80 articles (1) did not specify a quantitative measure of role salience (2) and did not indicate a specific life role for which salience was assessed. These articles were, consequently, not included in further analysis of the literature.

**Results.** Interest in psychological outcomes of role salience was the dominant focus of inquiry for researchers in the area. Researchers have primarily been interested in the effects of role salience on psychological constructs, including life satisfaction, self-esteem, and distress. A second popular stream of role salience research pertained to Career Development. However, little attention in the role salience literature was devoted to research regarding relationships between roles.

In this review, four articles contained reports from investigations involving inter-role relations. Two of these articles were focused on work-family conflict, while the other two articles pertained to the tensions experienced by women in an occupational/graduate student role and a familial role. Work-family conflict was

investigated by Noor (2004) and Chi-Ching (1995). According to the results of these studies, women are subject to more tensions between roles and men are more balanced in terms of salience of work and family roles (Marin, Infante, & Rivero, 2002).

Additionally, work role salience appears to moderate the negative impacts of WIF and psychological well-being (Noor, 2004).

### **Role Salience and Work-Family Conflict Meta-Analysis**

**Methods.** To identify additional studies that could potentially be used in the meta-analysis, I expanded the search terms. Existing studies were identified using the *Google Scholar* search engine. *Google Scholar* was chosen because it allows for searching a variety of different types of documents, including articles, theses, conference papers, and books. The search terms used to find studies included *work-family conflict*, *role salience*, *role importance*, *role commitment*, and *role centrality*.

Studies had to meet four criteria to be included in the meta-analysis. First, the study had to be electronically available in the English language. Second, the study had to include quantitative measures of work-family conflict and life role salience. Third, the study had to report a linear correlation coefficient for at least one of the bivariate relationships between work/family role salience and at least one dimension of work-family conflict. Finally, the study had to be an investigation that included work-family conflict as a dependent variable.

The search for studies to include in this meta-analysis yielded 58 articles and papers that were readily available in the English language through electronic database searches and contained reports of empirical inquiries that involve quantitative measures

of work and/or family role salience and work-family conflict variables. Two of the articles were eliminated from the pool as a duplicate data set was used in another article. In both cases of duplication, the paper with the earliest date of publication was included in the analysis reported herein. Nineteen of the articles did not report the correlations that were appropriate for evaluating the hypotheses for the current study and an additional twenty-three of the papers were eliminated from the analysis because the primary dependent variable was not work-family conflict. Ultimately, the data used in the meta-analysis were gleaned from fourteen articles and papers.

When available, the correlation coefficients that represented the following relationships were recorded for each study: WFC/WRS, WIF/WRS, FIW/WRS, WFC/FRS, WIF/FRS, FIW/FRS, WIF/FIW, and WIF/FIW. Information for potential moderators was also collected. This data included the following: sample size, proportion of women in the sample, country, proportion of married people in the sample, average age, response rate, proportion of Caucasian respondents, proportion of African-American respondents, average work hours per week, and proportion of parents in the sample. Reliability coefficients and origin of scales used to measure WFC, WIF, FIW, WRS, and FRS were also extracted.

**Results.** Based on seven correlation coefficients ( $N = 572$ ), work role salience had a significant positive relationship with general work-family conflict, suggesting that individuals who have assigned a high salience to their occupational work tend to experience higher levels of work-family conflict. The only significant relationship for family role salience was with work interference with family, indicating that those



individuals who place their family roles higher in the hierarchy of life roles experience lower levels of work interference with family. This summary effect size was computed using eight correlation coefficients ( $N = 2876$ ).

The data did not support the hypothesis that work role salience was more strongly related to FIW than to WIF. The summary effect sizes and corresponding confidence intervals were very similar for the WRS/FIW and WRS/WIF relationships. The hypotheses that family role salience was positively related to WIF and more strongly related to WIF than to FIW were also not supported. Higher family role salience was actually associated with lower WIF. Finally, contrary to my hypothesis, work role salience and family role salience were not negatively related.

Of the demographic variables, only average age was significantly related to one of the role salience/WFC relationships. Specifically, average age was negatively associated with the FRS/FIW correlation ( $r = -0.772$ ) and explained 59.5% of the variance in the FRS/FIW correlation. Another significant association was the correlation between the strength of the WRS/FIW relationship and the strength of the WRS/WIF relationship. The positive correlation ( $r = 0.635$ ) was an indication that the levels of WIF and FIW will vary in the same direction depending on the respondents' work role salience. Knowing the association between a respondent's levels of work role salience and either direction of conflict accounted for 40.4% of the variance in the association between work role salience and the other direction of conflict. A similar finding was observed for the relationships between FRS/FIW and FRS/WIF. In this case, the significant correlation ( $r = 0.769$ ) was an indication that knowing the association

between family role salience and either direction of work-family conflict accounted for 59.2% of the variance in the association between family role salience and the other direction of work-family conflict.

### **Stereotype Threat as a Moderator**

***Methods.*** Survey data was collected in an online format from 727 individuals. The sample was mostly female (93.5%). The respondents' ages ranged from 21 years to 70 years, with an average age of 42 years. The sample was highly educated with about 88% of the respondents earning at least a Bachelor's degree. The vast majority (96.0%) of the respondents were also employed at the time of responding to the survey, primarily (82.5%) in full-time, salaried positions. Most of the respondents (68.0%) were married. Of those who were married, 427 (86.4%) of them were in dual-income relationships. Four hundred and seventy-one (64.8%) of the respondents were parents. Two hundred and thirty-three (49.5%) parents reported having two children, while 28.0% had one child and 16.3% reported having three children. Most (75.1%) of the parents had children living in the home with them.

Self-reported measures were used to assess work role salience, parental role salience, stereotype threat, and work-family conflict. Ten items from the Life Role Salience Scales (LRSS; Amatea, Cross, Clark, & Bobby, 1986) were used to measure work role salience. An additional ten items from the LRSS were used to assess parental role salience. In the case of both life roles, each set of ten items was comprised of two subscales consisting of 5 items each. The subscales of the work role salience scale

included work role value and work role commitment while the subscales of the parental role scales were parental role value and parental role commitment.

Stereotype threat was evaluated using twelve items aimed at assessing working parent stereotype threat. These items were presented to only those respondents who indicated that they were working parents. The items were intended to measure the extent to which working parents perceived that their managers and co-workers held specific stereotypes about the respondent's status as a working parent.

MANOVA was used to determine if there were differences in stereotype threat, role salience variables, and work-family conflict between White and Black/African-American respondents. Regression analyses were used to test for the moderating effects of stereotype threat on the relationships between role salience and work-family conflict.

**Results.** Age was negatively associated with parental role commitment. Age was positively associated with work role commitment and over all work role salience. The significant correlations also supported the notion that individuals who have more education tend to report higher work role value, be more committed to their work role, and report higher work role salience. On the other hand, education level was negatively associated with parental role value, parental role commitment, and parental role salience. Not surprisingly, being a parent was significantly associated with placing a higher reward value on the parental role, being more committed to the parental role, and higher parental role salience.

Individuals who earned a higher income reported more WIF and overall work-family conflict. Annual income was also positively associated with work role

commitment, parental role value, and parental role salience. When individuals were under the threat of negative stereotypes from their managers, they reported higher levels of WIF, FIW, and work-family conflict. Likewise, perceived stereotype threat from coworkers was associated with higher WIF, FIW, and work-family conflict.

MANOVA was conducted on the data from the 345 respondents who identified themselves as either White or Black/African-American. Results indicated a significant difference in the work-family conflict variables and the stereotype threat variables. The White respondents reported higher work interference with family, family interference with work, and overall work-family conflict than their Black/African-American counterparts in this study. The White respondents also reported higher levels of perceived stereotype threat from their coworkers and from their managers than did the Black/African-American respondents. There were no significant differences between racial groups for the work role salience variables and the parental role salience variables.

Regression Analysis was used to assess the contributions of role salience and stereotype threat to the three dimensions of work-family conflict. The most interesting results were achieved when family interference with work was the dependent variable. Working parent stereotype threat from coworkers and managers contributed to increased family interference with work when parental role salience was high. When these sources of stereotype threat were low, high parental role salience was actually associated with decreases in family interference with work.

## Discussion and Implications

In my investigations of role salience and work-family conflict, I found that, overall, the relationships between measures of role salience and work-family conflict variables were small. Table 18 is a summary of the relationships between the variables of interest.

**Table 18. Summary of Identified Relationships between Role Salience and Work-Family Conflict Variables**

<b>Variables</b>	<b>Summary effect size from Meta-Analysis</b>	<b>Effect size obtained in moderation study</b>
<b>Work-Family Conflict</b>		
Work Role Salience	0.148**	-0.079*
Family Role Salience	-0.006	
Parental Role Salience		0.024
<b>Work Interference with Family</b>		
Work Role Salience	0.051	-0.033
Family Role Salience	-0.054**	
Parental Role Salience		0.007
<b>Family Interference with Work</b>		
Work Role Salience	0.048	-0.108**
Family Role Salience	-0.015	
Parental Role Salience		0.038
* p < 0.05		
** p < 0.01		

In both the meta-analysis and the stereotype threat moderation study, work role salience was significantly related to work-family conflict. However, in the meta-analysis, this relationship was positive; whereas, the relationship was negative in the stereotype threat study. The positive correlation that was calculated in the meta-analysis was considered to be a small effect size (Cohen, 1992), while the negative correlation obtained in the moderation study did not even meet Cohen's (1992) definition of a small effect size as the absolute value of the correlation was less than 0.1.

In the meta-analysis, the summary effect for the WRS/WFC relationship was determined using seven correlations ( $N = 572$ ). In two of the studies from which these correlations were extracted, Netemeyer et al. (1996) was used to measure work-family conflict and Amatea et al. (1986) was used to measure work role salience. These same measures were used in the moderation study. The correlations associated with all three of these studies were similar in magnitude as the absolute value of all three effect sizes was less than 0.1.

In the meta-analysis, family role salience was not significantly related to work-family conflict. Similarly, in the moderation study, parental role salience was not significantly related to work-family conflict. As such, the results of the moderation study provide strength of the meta-analysis finding that family role salience is not associated with composite work-family conflict.

In both the meta-analysis and the stereotype threat moderation study, work role salience was not significantly related to work interference with family. Likewise, in the moderation study, parental role salience was not significantly related to work

interference with family. However, in the meta-analysis, family role salience was significantly and negatively related to work interference with family. This result is an indication that individuals who were high in family role salience experienced less work interference with family. It is important to note, however, that the effect size was even smaller than Cohen's (1992) definition of a small effect size.

In the moderation study, work role salience was significantly related to family interference with work. This effect size was small (Cohen, 1992) and negative, indicating that participants in the moderation study who were higher in work role salience reported lower family interference with work. In the meta-analysis, family role salience was not significantly related to family interference with work. Neither was parental role salience significantly related to family interference with work in the moderation study. However, when stereotype threat from managers and/or coworkers was introduced, a significant interaction occurred in that individuals who were under high stereotype threat and were higher in the parent role salience reported higher family interference with work.

***Measurement of Role Salience.*** As shown in Table 19, the results of the meta-analysis indicated that there was essentially no relationship between work role salience and family role salience. The relatively small significant effect size between work role salience and parental role salience in the moderation study supported only a slight negative association between the two measures. These results had interesting implications for the theoretical underpinnings and measurement of role salience.

**Table 19. Summary of Identified Relationships between Role Saliency Variables and Work-Family Conflict Directionality**

<b>Variables</b>	<b>Summary effect size from Meta-Analysis</b>	<b>Effect size obtained in moderation study</b>
Work Role Saliency/ Family Role Saliency	-0.071	
Work Role Saliency/ Parental Role Saliency		-0.109**
Work Interference with Family/ Family Interference with Work	0.425**	0.411**
* p < 0.05		
** p < 0.01		

According to identity theory (Stryker, 1968), people are made up of a collection of identities that are based on particular life roles. Stryker (1968) posited that individuals attach saliency to their identities of roles so that the multiple role identities are organized into a hierarchical structure. Furthermore, Super (1980) posited that as individuals add new roles to their life-space, the temporal importance of the existing roles will suffer to accommodate the new life role. Finding that there is not a significant relationship between work role saliency and family role saliency is an indication that the variables are independent of each other. As such, saliency across roles should be conceptualized independently.

Conceptualizing work role saliency and family role saliency as independent variables has implications for measurement. For instance, the idea of measuring role saliency by asking study participants to either place themselves appropriately on a



continuum from work role salience to family role salience implies that the variables are negatively related and is, therefore, not consistent with the findings in this meta-analysis.

If work role salience and family role salience are, indeed, independent variables, then they should be measured independently. The Life Role Salience Scales (Amatea et al., 1986) that are commonly used to measure life role salience contain independent scales designed to measure the salience of the work role and the family role. Such scales are congruent with the notion that work role salience and family role salience are independent variables. Conversely, Carlson and Kacmar (2000) borrowed a measure from Whitely and England (1977) in which study participants are instructed to distribute 100 points among multiple life roles according to the relative importance of each role. This method does not allow for independent measurement of the variables.

If work role salience and family role salience are measured independently, then an individual could potentially achieve similar scores on a work role salience scale and a family role salience scale. However, it is important to note that when the demands of multiple roles present a conflict, one of the roles will emerge as more salient in the context of that particular situation. The individual will then make a decision that is congruent with the role that emerges as the more salient role (Powell & Greenhaus, 2006). Consequently, role salience remains a relevant variable for many streams of research.

***Work-Family Conflict Directionality.*** Consistent with the hypotheses derived from Hobfoll's (1989) conservation of resources theory, the meta-analysis results provided support for the notion that work role salience was positively related to FIW.

However, the data did not support the notion that family role salience was positively related to WIF. These results are an indication that when employees are high in work role salience, they perceive that the alternate life domain (family) interferes with the more salient role (work). However, when employees are high in family role salience, they do not perceive that the alternate life domain (work) interferes with their more salient role (family). In fact, the data in the meta-analysis supported the notion that high family role salience is significantly, negatively related to WIF.

These results are consistent with the idea that individuals who are high in family role salience might identify with a strong family support system. Such a support system would increase the resources that an individual perceives to be available in the family domain. Consequently, an individual who is high in family role salience and has a strong family support system would be less likely to experience WIF as a result of resources being depleted by participation in the work role. However, in the moderation study, under high working parent stereotype threat from coworkers and managers, high parental role salience was correlated with higher FIW. This finding is an indication that stereotype threat from managers and coworkers counteracts the beneficial effects of parental role salience.

In the meta-analysis, work role salience and family role salience were not differentially related to the two directions of work-family conflict. Based on the data in the meta-analysis, there was no difference in magnitude or direction of the FRS/WIF and FRS/FIW correlations. Similarly, there was no difference in magnitude or direction of the WRS/WIF and WRS/FIW correlations. These findings were consistent with the

large and significant effect sizes that characterize the overlap between the WIF and FIW measures (meta-analysis:  $\rho = 0.425$ ,  $p < 0.01$ ; moderation study:  $r = 0.411$ ,  $p < 0.01$ ).

Work role salience was positively related to both directions of work-family conflict and family role salience was negatively related to both direction of work-family conflict.

From a conservation of resources point-of-view, these findings were an indication that family role salience did not threaten or deplete the resources needed to adequately participate in the work and family roles. However, work role salience appeared to threaten and/or deplete the resources needed to adequately participate in the work and family roles.

***HRD Practice.*** Because family role salience appeared to strengthen an individual's resistance to work-family conflict, organizations might help employees to ease work-family conflict by establishing and promoting a work environment that encourages and supports an employee's choice to value and place high importance on family roles. HRD practitioners can affect this goal through leadership development and managerial training. By instilling this idea of family support into management, employees are more likely to reap the benefits of organizational support of family. Better yet, HRD practitioners might work with the goal of ingraining support of family into the organizational culture. Indeed, meta-analytic results (Mesmer-Magnus & Viswesvaran, 2006) were consistent with the ideas that a work-family culture and supervisor support are both negatively related to global work-family conflict, as well as both directions of conflict as conceptualized by Greenhaus and Beutell (1985).

Furthermore, in the current study, when parental employees perceived that their managers and coworkers held negative stereotypes about working parents, the employee experienced more WIF, FIW, and overall work-family conflict. Through diversity training and awareness initiatives designed to debunk myths regarding working parents, HRD practitioners can work toward easing this particular source of work-family conflict.

Employees who find that they are high in work role salience (which was positively related to work-family conflict in the meta-analysis) should be encouraged to take advantage of organizational interventions designed to ease work-family conflict. For instance, career development interventions for individuals who are high in work role salience might include counseling these employees towards a career path that includes work roles that are less likely to introduce work demands that will complement the employee's tendency for higher work-family conflict.

Rooted in theories related to career development, the role salience literature identified in the systematic literature review has further implications for HRD practice. As HRD is a field that is concerned with the development of human capital in organizations, the findings related to career development and career exploration should be of interest to HRD practitioners who have been charged with the career development components of the HRD functions. Many of the findings related to career development have implications for career counseling, career advancement, and programming to aid career development. For instance, work-role salience has been positively linked to more extensive career exploration (Greenhaus, 1981, 1982; Sugalski, 1986) and attitudes toward career development (Super & Nevill, 1984). Additionally, management

development programs may enhance their recruitment and selection processes with the knowledge that work-role salience has a direct relationship with ambition for managerial position (Van Vianen, 1999).

The use of a valid, reliable measure of role salience can assist HRD professionals in assessing employees and gaining an understanding of motivators and potential factors for work-related decisions among their employees. This may be helpful in succession planning efforts as role salience may predict when individual decide to exit roles and enter into new roles (e.g., exit the worker role and enter the pensioner role). Career salience has also predicted the willingness of women to accept an overseas job assignment. For men, career salience has predicted their willingness to follow a partner on an overseas assignment (van der Velde, Bossink, & Jansen, 2005). Such findings could impact the planning and development needs for potential expatriates and repatriates.

### **Future Research**

Surprisingly little scholarly attention has been devoted to the interaction of life roles in light of the relative importance of the roles to the individual. For instance, researchers have not addressed what kinds of decisions individuals make when they are both high in leisure role salience and work role salience or when they are low in family role salience as well as work role salience. Researchers should consider the impact of high role salience in particular combinations of roles. Researchers should also look at any detrimental and/or positive effects of particular roles being highly salient or particular roles that are completely unimportant in relation to an individual's other life

roles. As organizational and familial factors are most often explored as antecedents to work-family conflict, additional inquiries into the relationships between role salience and work-family conflict might reveal additional important predictors of work-family conflict.

In his life-span, life-space theory, Super (1980) posited that salient roles shift throughout an individual's life cycle. Indeed, values have been found to be more stable than salience in a longitudinal study of young women who transitioned from high school to post-secondary education or the workforce (Madill, Montgomerie, Stewin, Fitzsimmons, Tovell, Armour et al., 2000). Super (1980) suggested that role importance may change temporally (amount of time required by a role or desired to give to the role) or emotional involvement may fluctuate with life stage. Such changes and any underlying patterns have not been sufficiently explored by researchers to date. Understanding how role salience varies as a function of life stage will impact effective career development strategies, as well as organization development interventions across the age demographics in organizations. Additional longitudinal study designs may be employed to help fill this void in the literature.

In the future, researchers who investigate life role salience and work-family conflict should also consider less homogenous samples. The primary studies included in the meta-analysis generally included White parents who were married. In future endeavors, researchers might consider the influence of sex, race, or marital status on life role salience and relationships with work-family conflict. Indeed, race was taken into consideration in the present moderation study. Age of dependents and eldercare

responsibilities may also contribute to interesting findings regarding these relationships. Furthermore, researchers might look to other individual differences that may impact how employees experience work-family conflict. Such individual differences might include further exploration into the influence of personality traits, coping styles, and propensity for role integration or role segmentation.

Ultimately, the results of the meta-analysis and the moderation study do not support the existence of strong direct relationships between life role salience and work-family conflict variables. Different results may be found in investigations of alternate models of these two variables. For instance, life role salience may moderate relationships between work-family conflict and selected outcomes. Similarly, work-family conflict may mediate relationships between life role salience and specified outcomes. Additionally, examinations of relationships between various dimensions of work-family conflict and life role salience could potentially offer insight into more statistically interesting linkages. The moderation study contained herein is an attempt to present a new model by which role salience and work-family conflict interact, given stereotype threat as a moderator. Indeed, stereotype threat was determined to be a significant moderator of some of these relationships. By gaining a better understanding of how individual differences influence work-family conflict, employees and employers will be better positioned to effectively intervene and mitigate the negative personal and organizational consequences of work-family conflict.

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## **APPENDIX A**

### **SURVEY ITEMS**

#### **Work Role Salience Survey Items**

##### **Work role reward value**

1. Having work/a career that is interesting and exciting to me is my most important life goal.
2. I expect my job/career to give me more real satisfaction than anything else I do.
3. Building a name and reputation for myself through work/a career is one of my life goals.
4. It is important to me that I have a job/career in which I can achieve something of importance.
5. It is important to me to feel successful in my work/career.

##### **Work role commitment**

6. I want to work, but I do not want to have a demanding career. [reverse score]
7. I expect to make as many sacrifices as are necessary in order to advance in my work/career.
8. I value being involved in a career and expect to devote the time and effort needed to develop it.
9. I expect to devote a significant amount of time to building my career and developing the skills necessary to advance in my career.
10. I expect to devote whatever time and energy it takes to move up in my job/career field.

## **Parental Role Salience Survey Items**

### **Parental role reward value**

1. Although parenthood requires many sacrifices, the love and enjoyment of children of one's own are worth it all.
2. If I chose not to have children, I would regret it.
3. It is important to me to feel I am (will be) an effective parent.
4. The whole idea of having children and raising them is attractive to me.
5. My life would be empty if I never had children.

### **Parental role commitment**

6. It is important to me to have some time for myself and my own development rather than have children and be responsible for their care. [reverse score]
7. I expect to devote a significant amount of my time and energy to the rearing of children of my own.
8. I expect to be very involved in the day-to-day matters of rearing children of my own.
9. Becoming involved in the day-to-day details of rearing children involves costs in other areas of my life which I am unwilling to make. [reverse score]
10. I do not expect to be very involved in childrearing. [reverse score]

## **Work-Family Conflict Survey Items**

### **Work interference with family**

1. The demands of my work interfere with my home and family life.



2. The amount of time my job takes up makes it difficult to fulfill family responsibilities.
3. Things I want to do at home do not get done because of the demands my job puts on me.
4. My job produces strain that makes it difficult to fulfill family duties.
5. Due to work-related duties, I have to make changes to my plans for family activities.

**Family interference with work**

6. The demands of my family or spouse/partner interfere with work-related activities.
7. I have to put off doing things at work because of demands on my time at home.
8. Things I want to do at work don't get done because of the demands of my family or spouse/partner.
9. My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime.
10. Family-related strain interferes with my ability to perform job-related duties.

**Working Parent Stereotype Threat Survey Items (Working parents respond only)**

1. My manager expects me to be less committed to my work because I have children.
2. My manager expects me to have more absences from work because I have children.

3. My manager expects me to be preoccupied with my family life even when I am at work because I have children.
4. My manager expects me to be a less productive employee because I have children.
5. My manager thinks I am a less dependable employee because I have children.
6. My manager does not assign me to work on important tasks and projects because I have children.
7. My co-worker(s) expects me to be less committed to my work because I have children.
8. My co-worker(s) expects me to have more absences from work because I have children.
9. My co-worker(s) expects me to be preoccupied with my family life even when I am at work because I have children.
10. My co-worker(s) expects me to be a less productive employee because I have children.
11. My co-worker(s) thinks I am a less dependable employee because I have children.
12. My co-worker(s) thinks I should not be assigned to work on important tasks and projects because I have children.

## VITA

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